

SALES MANAGEMENT

for September

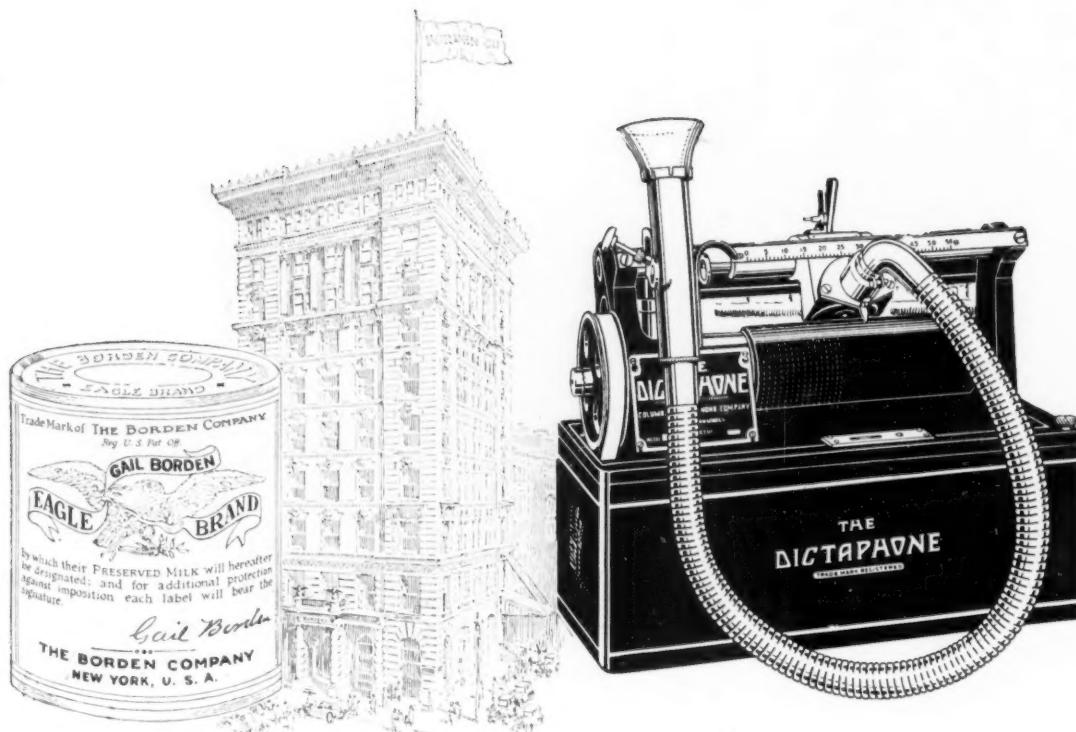
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Hardware and Allied Lines
Building Supplies and Materials
Dry Goods and Textiles
Drugs and Drug Sundries
Automobile Accessories and Parts
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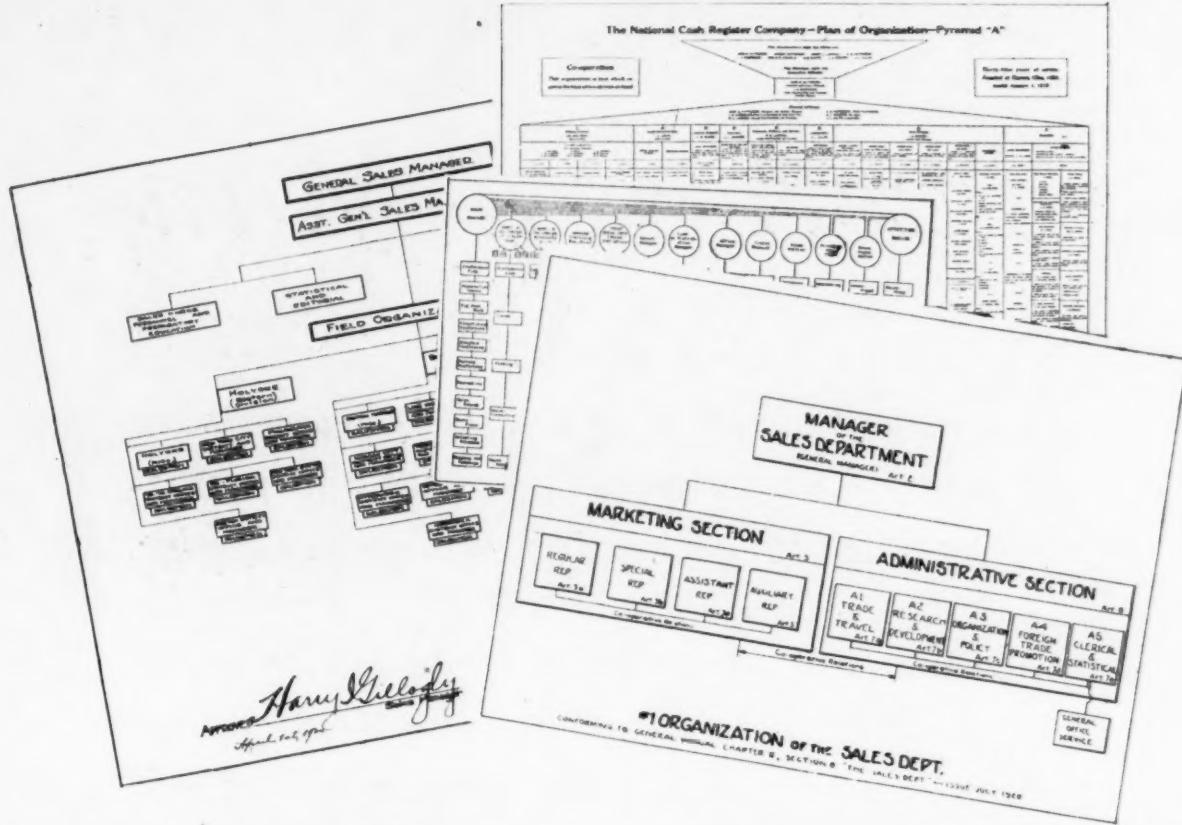
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Our first survey was issued in 1918. It covered “Sales Management Practices.” Three editions of this survey have been printed, so great was its popularity. Sales managers are now faced with a new dilemma—the old sales organization has to be strengthened and rebuilt to meet changing conditions. What steps shall be taken? How have other concerns improved their organization? What have they done that you could do? These and other questions will be answered in the NEW SURVEY which is now being compiled by our editorial staff. It will take six months to complete our investigations—the data we gather will be issued at once in the form of loose leaf sections, punched for a standard ring binder. No sales executive can afford to be without this data—remember that successful sales management is eight-tenths organization.

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The survey is issued in ten separate sections, a new section being mailed to each subscriber about every two weeks, or as fast as data can be assembled. There are from 24 to 32 pages to the section, including “Suggestion Sheets,” blue prints showing organization of most of the large sales organizations, special tabulations, etc. The various sections are indexed by means of a set of tabbed index pages which is included with a handsome flexible leather ring binder lettered in gold. The size of the binder is 6 x 9 inches. The six dollar price includes everything—there are no extras whatever.

The Dartnell Corporation

Publishers to Sales Managers

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CHICAGO

There is a Man

WH0 will read and answer this advertisement who will immediately recognize in the position we are seeking to fill, the permanent business connection he has been looking for.

This man will be a salesman—but more than a salesman he will be a forward-looking man who appreciates the values of association with sound, keen-minded men—he will be a man of clean habits and alert mind—who works when he works and plays when he plays, and both with equal zest. He will expect to be well paid and he will be. He will demand a future of unusual promise and he will find it.

Are you the man? If you feel that you are, write us. The opportunity is unusual.

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Sales Management

A MONTHLY JOURNAL
In the Interest of Better Marketing

Volume Two

Established 1918

Number Twelve

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Renewals: Subscriptions are promptly discontinued upon expiration. Readers desiring to keep their files complete should renew promptly. Back copies cannot be supplied when subscriber fails to notify us of change of address.

Bound Volumes: No more copies of Volume I in bound form are available. Orders are now being filed for present volume ready September 1st, 1920. Over five hundred pages; bound in heavy buckram; lettered in gold. Edition limited to 100 volumes. Price (when ordered in advance), \$5.00.

News Stand Copies: This magazine is not generally sold through news dealers. Copies can, however, usually be secured after the first of the month from the news stands at leading hotels, railroad stations and book stores in the larger cities.

Advertising Rates: Full page advertisements facing reading, run of paper, \$50.00 per insertion. Two-thirds page (across two columns), \$35.00; half-page special island position, \$35.00; half page across columns, \$30.00; third page, one column, \$20.00; \$2.50 a column inch. Classified advertisements, twenty-five cents per line of seven words.

Closing Dates: First forms close on the tenth of the month. Final forms, fifteenth of the month. Publication date, twenty-fifth of the month, all preceding date of issue. To secure proofs of advertisements, copy must be in our hands not later than the tenth.

THE DARTNELL CORPORATION

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European Plan

Phone Randolph 6200



Private Office
O. F. Weisiger, Manager

The Jefferson

Franklin, Jefferson and
Main Streets

Richmond, Va.

July 19th, 1920

Mr. J. Mitchel Thorsen,
Business Manager,
Cosmopolitan Magazine,
New York City

My dear Sir:

It gives me great pleasure to advise you that the sales of the Cosmopolitan Magazine exceed that of any other magazine sold at the Jefferson News-stand, and very favorable comments are heard on the class and quality of your magazine.

We think you are to be congratulated on the success your Magazine has achieved.

Very truly yours,

MANAGER

Nearly Everybody
Worth While
Reads

Cosmopolitan

Sales Management

A Monthly Journal



Volume Two

Chicago, September, 1920

Number Twelve

How We Built a World-Wide Business

By George E. Keith

President, George E. Keith Company (Walkover Shoes), Brockton, Mass.

It has been aptly said that before the war only 100 Americans thought internationally. One of these hundred was Mr. George E. Keith, who, more than any other one man, has pioneered in the marketing of American-made shoes in out-of-the-way corners of the world. In this article, taken from a talk at a recent dinner given by the George Batten advertising agency to its clients, Mr. Keith recounts for your entertainment and help some of his experiences.

I REMEMBER receiving nearly 35 years ago a letter from a man in New York City—a stranger to me. He wrote: "I have just come from Australia. I have been selling English shoes there and in New Zealand. I believe I can sell American shoes." I wrote back to him that I did not feel as though I was interested. I had never thought of sending shoes to Australia. But he was persistent, and wanted to know if I would allow him an interview if he came to see me. The result of it was that he induced five different shoe concerns to give him a line of samples. We each advanced him \$500, and insured his life for \$2,500, and he started for Australia. It was more than six months—because he went on a sailing vessel—before I heard a word from him. But the second year he sold over \$100,000 worth of shoes of my manufacture in Australia and New Zealand, and some of the customers that he secured more than 30 years ago are purchasing shoes of the George E. Keith Company today.

A Mania for Exploring New Markets

In 1894 I made my first visit to England, and I remember very well that in almost every English store in the heart of London they had American shoes and a little American flag standing by the shoes. They wanted American shoes and they were popular.

Unfortunately, many of the firms that sent salesmen over there sold very cheap shoes; at that time there were more cheap shoes manufactured than are being made today. They sold what we used to call a "shoddy" shoe, and these were sent over in such large quantities it paralyzed the American shoe industry to a great extent, so that along in the latter part of the nineties there was a prejudice against American shoes in England.

In 1899 I returned to England, and I had a definite policy in mind at that time.

Somehow, although I enjoyed the business of this country—and I certainly never neglected it—I always had a sort of craze to try to open up new fields. Perhaps it was a species of mania with me. I looked around London, and found the popular American shoe that I saw a few years before had disappeared.

I made up my mind I would take a new venture and began looking around for a store. There was a little store at 227 Oxford Street, very near the corner of Regent Street, that was empty. Formerly it had been a small shoe store, and somehow I was drawn to it. It was a rather old building, but I went into the next store and I said to the manager—he was selling fancy goods, pocket-books, knives, etc.—"Do you believe a shoe store would pay in that location next door?" He replied, "It depends on how much rent you have to pay." I said: "I can lease that store for \$1,800 a year," and he said: "You never can make it pay. It is too much rent."

\$30,000 a Year From One Venture

Nevertheless, I leased the store and I now own that building. Let me tell you a little history. Within three years I made as high as thirty thousand dollars a year profit out of that little store. It was the first American shoe store established in England, and today I have 20 stores scattered in the different cities, and they have all been prosperous. I opened a store in Edinburgh, one in Glasgow, one over in Ireland (in Belfast), and one in Cardiff, Wales. So you see that country is pretty well covered with the Walk-Over stores selling American shoes.

I think a few more facts about the English stores might be of interest. I could see very plainly that they didn't know how to treat customers. I was selling one of the largest concerns in Liverpool and went into the store one Saturday night to get a little insight into the business. There

were straight-back chairs, with the customers lined up, the clerk simply asking the customer what size he wore. At that time there were no half sizes and widths. The customer might say, "An eight," and the clerk would go and pull a pair of shoes from the shelf and throw them down at the customer's feet. The customer would unlace his shoe, put on the new shoe and lace up. Not one particle of service was ever rendered in the selling of shoes. I thought if they could sell shoes that way, with a little American ingenuity we could please the people.

Shoes were then being sold at \$3.50. That was the popular price in this country. But I made up my mind I wasn't going over to England without getting a little extra. So before the shoes were sent, they were marked "16 shillings" (\$3.84). I had a bright American man as manager—and, by the way, have always sent American men to take charge of the business.

How Prices Were Established in England

The day before the store was opened my manager told me he noticed in the papers that a large contract, running into hundreds of thousands of dollars, had been let for a new building, and on the end of that contract there was a sixpence added. He thought if they were going to put a sixpence onto a contract running into a hundred thousand dollars, why wouldn't it be a good idea to put a sixpence on the pair of shoes. So that day he went out and bought a rubber stamp and just added a sixpence to the end of the 16. That was the price the shoes were sold at. And it established the price of shoes in all England.

At that time every shoemaker in England said it was impossible to sell a one-price shoe. But I think I proved it could be done a few years later. I was over there and went into a store to buy a hat. I

happened to meet one of the proprietors, and when I asked the price, he said: "16/6." I said: "That is rather funny. That is the price I get for my shoes down below here." He said: "To tell you the truth, those 16/6 shoes in your store made us in London put in a line of hats to sell for 16/6."

One morning soon after opening the store my manager saw an Englishman looking in the window very sharply at a pair of shoes. He stayed there five or ten minutes. He took all views of them and finally wandered in and said: "Do you sell window shoes?" At that time you couldn't buy a pair that was in the window for love or money. They were made to be looked at, and not to be sold. My manager said: "Why, certainly, I will sell you any shoe we have there." The Englishman said: "I have been looking at that shoe and I think it will fit me. Would you be willing to let me try it on?" "Why, certainly." So the manager went to the window, picked out the pair of shoes,

brought them to the customer, and, fortunately, they fitted the man very nicely. He paid the 16/6 and went out. After the sale my manager took out another pair of the same size and put them in the same place in the window.

The next morning the same man was there looking in at the shoes again, and saw another pair of shoes just like those he had bought the day before, and after a thorough examination he entered the store again and said: "I see you have another pair of window shoes. Will you sell them?" "Why, certainly." He tried them on, and as they fitted, he bought the second pair. The manager said: "If that works twice perhaps it will work the third time." So he placed the third pair in the window. The third morning the man was there examining the window shoes and came in and bought a third pair.

I remember another experience. In those times people often bought more than one pair. English shoes didn't fit the feet as

we fit people now, and the Englishman had to change his shoes every day in order to be comfortable. This man came in and began trying on different shoes. He selected 12 pairs after being fitted. The manager said to him: "Isn't it rather singular for you to buy 12 pairs of shoes?" He said: "I have got 12 pairs of pants, why shouldn't I have 12 pairs of shoes?"

Two years later I visited England again, had visions across the channel, and went over to Paris. I had been selling a few shoes in Paris, as I had in London, before I opened the stores. And while the styles were entirely different from those made here, I knew I could sell American shoes. I leased a store on the Boulevard des Italiens, and in a few years opened another store on the Boulevard des Capucines, opposite the Cafe de la Paix.

This building was being constructed and I kept watch, and going over the next year when the building was up I tried to lease it. There was nothing in front except the iron shutters. On the floor were the iron arches covered with cement, as cement buildings are constructed. Finally, after a great deal of effort, I was able to reach the manager. The building was owned by the Equitable Life Insurance Company—a French concern.

"We Don't Put Fronts in Stores"

It was with great difficulty that I could get to the head of the house. I said to him: "Under what conditions can I lease that store?" He made the condition \$16,000 a year. I asked, as I would in this country: "What kind of a floor will you put into that store?" He said, "We don't put any floor in the store. We have a covering there of cement. You can put in what you please." I asked: "What kind of a front will you put in?" He said: "We don't put any fronts in stores. All the French law requires is that we have something to shut it up, and there is an iron shutter and you can put in what you please." So I had to go to that expense.

Another factor is a law in France—whenever you lease a building you have to pay the last quarter of the lease before it is signed. As I happened to take a 25-year lease of that building, I had the privilege of paying that company \$4,000 for the last quarter of 1929. They have had the money since.

I opened a store in Paris, and I want to tell this: We hardly ever put a new shoe in the window but some of the leading manufacturers in Paris came in and bought a pair. We have done a successful business there.

The next place I wanted to capture was Brussels. I leased a store in Brussels and did a successful business. When the Germans entered Brussels, the manager, who, although he is an Englishman, looks like a Frenchman and talks like a Frenchman, went to the American consul and said: "Here is an American shoe store. I want protection." The American consul went to the German general after the capture of the city and told him the circumstances, procured an order to protect the store, and placed an American flag over the building. The manager stayed there during the whole siege. Occasionally we would get at my headquarters in London a postal card from him simply saying: "Sold six pairs."

(Continued on page 540)

TUO IN

POSSIBLY it has never occurred to some of the business men who read these little *jeux d'esprit* that the advertising agency has a sales problem of its own.

It has.

Unless an agency has enough of the right kind of clients it cannot serve any client well.

There are two ways in which an agency can increase the number of its clients and the volume of their advertising.

One is by *sales* effort.

The other is by *service* effort.

The first method necessitates a galaxy of star salesmen who can drag clients in the front door faster than they go out the back.

The second method necessitates a seasoned service staff that can plan and prepare advertising that will make the sales and therefore the appropriations of clients grow. This method attracts fewer new clients to the front door, but more

enter of their own volition—and stay.

The two methods cannot be successfully combined. There is not a margin of profit in present agency remuneration to warrant both star salesmen and a competent service staff.

Large agency businesses have been built up by both methods.

It has been the experience of George Batten Company that business built up by the method of Service is more permanently profitable to all concerned.



GEORGE BATTEN COMPANY, Inc.

William H. Johns, President

Advertising

10 State Street
BOSTON

381 Fourth Avenue
NEW YORK

McCormick Bldg.
CHICAGO

Scribbling Pads as Salesmen Getters

By Daniel L. Hanson

General Sales Manager, Shawmut Company, Boston

Getting good salesmen is an ever present problem with all of us in charge of a sales organization. Consequently we are always interested in how the other fellow is doing it. This article may give you an idea that you can use—anyway it is worth reading. Incidentally this is the same Hanson who writes the "Moses Iron" stories. A little bird tells us that the A. W. Shaw Company is now planning on bringing out these stories in book form—but that is something else again. The purpose of these italics is to get you to read this story—it's worth three minutes of any man's time.

ARMISTICE DAY, 1918, I took over the sales management of the Shawmut Co. of Boston, a corporation of some four years' life in the wholesale plumbing line.

The Shawmut Co., at that time was situated as all other houses of like business in the country; it could neither secure plumbing fixtures from the manufacturers, nor did it know of customers—master plumbers, who wanted to buy plumbing fixtures. It is true that the Governmental interdict on new building construction outside of war work fell into discard with the cessation of hostilities, but, what has proven infinitely worse took its place and still continues, an absolute let-up of all building except business structures, garages, etc., which use only small numbers of plumbing fixtures.

A prophetic fear that the immediate future might hold such a fate in store for the building trades possessed the management of the Shawmut Co. Hence the question which confronted it during those November days of 1918. "What shall we sell if we can't get fixtures to sell, and if there is no market for fixtures among master plumbers?"

A Change of Selling Policy

The Shawmut Co. thought it saw the answer. "If there is no new building there will have to be an endless amount of repair work—of rehabilitation. Let us cater to the repair line."

It must be remembered that the corporation has handled the complete fixtures in the past—the complete bathtub, the complete lavatory, the complete sink and so on. But the life of a bathtub runs as long as a generation—longer if anything, so does the body of a lavatory, of a sink—of practically all plumbing fixtures. It is the parts—the faucets, the traps, the innumerable leather, fibre and rubber washers, that have to be renewed once in so often, and which had been allowed to deteriorate during those two years of war.

"Let us sell sundries and specialties," said the Shawmut Co.

It was decided that five men would be able to cover New England thoroughly with an occasional excursion into adjacent states. That these men should carry sample cases weighing nearly twenty pounds each. That they should be paid on a commission basis. That all orders should be sold F. O. B. Boston, rather than F. O. B. customer's town, as had been the custom in this line of goods.

"Get the salesmen and make a start," said the directors and turned to more serious problems elsewhere.

"Get the salesmen!" They had to be posted men in the line, they had to be able bodied enough to lug that twenty pound sample case, they had to be possessed of enough imagination to see money ahead of them without a stated salary. But the men who filled all these requirements were still in France or else in the cantonments of America. Able bodied, of technical skill, with plugging ability and with imagination—those were the men who made up A. E. F.

Classified Ads Didn't Produce

The daily press was used in want ads; so was the trade press, and both mediums brought some replies and a few applicants. But the desirable ones shrugged their shoulders. "Sell rubber parts and brass goods! Say, I am used to selling bathtubs in carlots, lavatories by the scores and sinks by the dozens. A small order with me is a hundred and fifty; a big order with you would be fifty dollars and a whale of one a hundred. I have got to have volume in sales to keep my spirits up."

The salesmanager used all his arts, acquired during nearly thirty years in the line, in pointing out that thirty-five hundred a year selling small stuff meant more cash to the salesman than selling carlots on cut prices and cleaning up twenty-three hundred. Also that the prospect was there would not even be individual tubs to sell much less carlots, while the sundries line was actual stock and so on.

Finally a start was made with three men, and they all did fairly well, but they kept looking back to that fixed weekly wage which had been their lot hitherto—better, far better, than fifteen more dollars a week on a commission basis. The young men with the spirit of adventure in them—and that the commission salesmen must have—were still wearing khaki. So the original three went back to their fleshpots—"it was too risky" and others took their place. Still others in fact.

In less than four months the Shawmut Co. had satisfied itself that its new move was a tactical success; there was a field for it in handling the small stuff—IF it could get the salesmen. But that if loomed in menacing proportions! The salesmanager's principal job was to sell the Shawmut idea to prospective salesmen—salesmen not dubs.

One handicap he met with at the start was the commonness of the name "Shawmut" in Boston. In fact the patron saint of Boston was Chief Shawmut and the name ever has had an alluring attractiveness to business men in the Hub, especially those of foreign extraction. Besides the Shawmut Co. there is a bank by that name—most congenial company—several shoe-shining parlors, many pawnbrokers' establishments, fruiterer, peanut vendors, a fortune telling parlor, and so on.

Of course, the name could not be changed! It was simply making it synonymous with plumbing sundries; of acquainting the twenty-five hundred master plumbers of New England with it so closely that through them salesman might be attracted to it. To be honest, however, the salesmanager didn't give that last reason as the one with which to start an advertising campaign. That of interesting customers was the orthodox one offered and that was effective enough to secure an appropriation.

But the mediums?

The Monthly Pads to the Rescue

Of course the newspapers were entirely out of question. And for the time being so was the trade press—though that condition no longer holds—and bill boards—well, that was New England!

Naturally there were suggestions enough, the salesmanager belongs to the Pilgrim Publicity Association and his fellow members rose nobly to his aid. Still the question loomed big on the horizon of the salesmanager's office—got right on the desk, in fact.

It must be direct advertising, that was certain. It must be regular and continuous. It must also carry with it a promise of that continuity plan. Blotters, calenders, telephone attachments—all these and hundreds of other devices were looked into and rejected as not being the thing needed. Finally the monthly scribbling pad, fifty leaves to each block—each of them printed—was picked as being the most likely medium to interest customers.

But the salesmanager whispered to himself "To attract salesmen." He had no doubt about customers coming.

That's the genesis of the Shawmut Company's Monthly Pad, which in fifteen months has made a place for itself in New England—so much so that a few days of delay in getting out the monthly supply brings a score or two of mail

inquiries from customers: "Where is my monthly pad?"

All of which is foreign to the assignment of the Editor, who wants information as to the reaction of this monthly pad advertising campaign on prospective salesmen.

Well, that is exactly what it did do—it reached. The first was from a chap way up in Vermont, who sent in his application on two sheets of the September pad. He proved an impossibility, but at any rate the pad had pulled him. The second was a lieutenant in the Y D, formerly a journeyman plumber, who had seen one of the pads in a Brookline shop. He decided it showed enterprise, therefore called. He would have made a good man, but his new wife wasn't going to have her hero lugging a sample case, so now he is back at journeyman work again. Nibbles for the first month—but nibbles even were welcome then. Finally a month or so later, a real bite—a salesman of the muscallonge type, big in vision, fond of work and with nerve—not nerves. What that chap made per week would make a college professor green with envy.

"I saw that pad of yours in several Springfield plumbing shops—" he explained—"so I thought I would come in."

Now just why an ordinary scribbling pad of fifty sheets gummed on a fairly stiff cardboard back should prove so salesmen-getting the salesmanager does not attempt to explain. He is not an analyst of advertising values, he is not a student of advertising psychology—he is simply stating facts. The monthly pad advertised his proposition to prospective salesmen. He now has a waiting list, and at that he rejoices, as would any healthy-minded salesmanager in these piping days of peace.

He is, however, inclined to reason that it wasn't the shape of the block, nor the printing thereof that impressed salesmen—rather that it was advertising and regular advertising at that. And in the last analysis it is the spirit of enterprise shown by a firm in going in on advertising that appeals to a salesman. He admires the taking of a sporting chance in business.

And then mention of this other result—it holds the old men. Just figure what that means in these days of expensive turn-over of labor. It holds the old men. Immediately after the monthly distribution of pads, the work of the salesmen shows decided increase, all of which can not be attributed to a stirring among the recipients of the pads, but must come from some subtle influence that advertising medium has on the salesmen themselves.

Right here the salesmanager's editorial assignment ends, this cutting off all opportunity of bearing testimony to the benefits he himself has had from the monthly pad of an inspirational nature.

If a humble block of scribbling paper issued once a month lifts one out of a rut, why should not honor be paid to it? Making the Big Shift is at all times a serious proposition. And that is how we made it.

J. ALBERT McCULLUM, formerly advertising manager for the Traffic Motor Truck Corporation, St. Louis, has been made assistant general sales manager. Mr. McCullum is succeeded by MILLARD S. BINNEY, former publicity manager. R. JACKSON JONES, the assistant sales manager, has gone to London to open European headquarters for the corporation.

CHARLES A. TUCKER, now sales manager of the Olds Motor Works, Lansing, Mich., has been actively engaged in sales work for twenty years, and comes to that company from the Nebraska Oldsmobile Company of Omaha, of which he was the founder, and which he developed to one of the leading Oldsmobile distributing organizations of the country. P. L. EMERSON, former sales manager of the company, is now head of the sales organization of the Jackson Motors, Incorporated, Detroit.

"SALES MANAGEMENT has been a great help to me. In every issue there appear articles that are worth the subscription price to any sales manager who desires to keep posted on what is doing in the selling end of the business." J. R. Mitchell, Western sales manager, Kellogg Products, Inc.

"May I add upon this occasion a sincere word of commendation and an expression of deep appreciation for your excellent publication, SALES MANAGEMENT. Recently I subscribed to the magazine, and I want to frankly say that I read it from cover to cover. When I have finished with the excellent articles that appear in each issue I scan the advertisements with much interest. SALES MANAGEMENT is a genuine pep instiller, and it is about the only thing published I have ever subscribed to that I really thoroughly enjoyed." Bartlett J. Smith, Century-Plainfield Tire Co.



Advertising—the keystone that makes the business structure solid.

Greig & Ward advertising—polished and fitted to exactness.

Therefore—the keystone to fit your Production-Selling structure.

GREIG & WARD • ADVERTISING

104 SOUTH MICHIGAN BOULEVARD • CHICAGO

Up Goes the Overhead!

On every hand sales managers complain about the soaring cost of operating salesmen. Some say the cost has increased fifty per cent in the last eighteen months. Others who used to figure \$10 a day for traveling a man, now figure \$20—particularly in the larger cities. This tremendous increase has temporarily closed the sales manager's eyes to a corresponding increase in operating costs at home in his own department. Here at least it is possible to make machinery and scientific management take the place of human hands.

ACERTAIN New York clothing manufacturer used to employ twenty-one clerks to keep his sales records. Now fifteen clerks do the same work, at a saving of \$4,800 a year in clerk hire. Four thousand dollars a year pays 10% interest on \$40,000—yet the total cost of the equipment which enabled this concern to effect this saving was only \$9,200.

Another concern used to have its salesmen keep elaborate records of their work. It used to take the salesmen all Saturday morning to make out their week's reports. The sales manager knew this, but he argued: "Well, if they weren't making out records they would be playing pool, so we are just that much ahead." A new assistant sales manager suggested that these records be compiled by means of a tabulating machine. He argued that it would give the men just that much more time to sell. He believed that goods could be sold on Saturday as well as on any other day, and he proposed to start a Saturday Orders Club, putting up prizes for the biggest Saturday sales. The sales manager didn't take much stock in the suggestion, but thought it would be well to let the youngster "bump his nose." But the youngster fooled the old timer. The men, with the salesman's inborn hatred of records of all kinds, were tickled to death to get the job off their hands and jumped into the Saturday selling contest with unusual "pep." The result was an increase in sales of nearly 14 percent. The profit on this increased business was "velvet" to the company.

A Dollar Saved Is Two Dollars Earned

There is hardly a business in existence today which cannot effect savings in the handling of routine work just as these two concerns have done. Every dollar that can be released from this end of the sales work can be put into creative work—advertising, additional salesmen, a moving picture educational film, or something else. Not only that but by installing modern methods in the sales department it increases the efficiency of the sales executives themselves, giving them better control and enabling them to direct the energies of the department along more profitable paths.

Take for example the matter of routing salesmen. It is the practice in most concerns to let the men route themselves. In other words the management runs his business to suit his salesmen. If Frank Smith decides that there is no business in Joliet, where he ought to be next Friday, he takes council of his thoughts and says: "Well, I might as well go right into Chicago and pick up that Joliet order on the next trip. That will give me an extra day's rest, and the Lord knows I need it." Salesmen are no different from any of the

rest of us, we produce the best results when our thinking is done for us by specialists. The sales manager is or ought to be a specialist in laying out a salesman's route. He ought to have a set of tack maps, tacked according to the date of each customer's last purchase and towns that have not as yet been opened. With the aid of this map he and his salesmen together should lay out their routes, and the salesmen should be given to understand that the routes so laid out must be carried through. One sales manager uses this plan to get around the difficulty of getting salesmen to open up new accounts as well as work the old ones. Every time he hears of a dealer that he thinks ought to handle the line he makes out what he calls a "preferred" card, and puts a violet tack in a map. Between the regular seasons he routes the salesmen through the violet tacks in the map. The salesman is given a stack of violet cards corresponding to the towns tacked when he starts out, each card having full data on it regarding the prospect's business.

A Simple Way to Mark Maps

Another sales manager, on the other hand, finds it better to use colored crayon on a ground glass over the map. He also uses symbols and signs to indicate this, that and the other thing. The advantage of the ground glass plan over the tack map is that there are no tacks to drop out.

Another place where it is usually possible to cut down overhead a bit is in the matter of handling sales records. Nearly every

sales manager wants to know what each customer is buying, when he was sold last and the amount of his last sale. These records are extremely valuable to have before him. He can thus keep tab on whether a salesmen is steadily increasing his volume to any given customer, whether the customer is not buying as much as he used to, or whether he has stopped altogether. Most of this information can be found in the ledger, but it is well worth the cost to have a separate sales record in the sales department, a record which will also give the name of the man sold, the items sold, the profit on the sale as well as the name of the salesman who made the sale. Once such a record has been put on cards it is easily kept up, particularly if it is put up on the visible card racks now in universal use. This method of filing cards cuts the time consumed in looking up by at least a half, enables the sales manager to get information in an instant, and is superior in many other ways to the old-fashioned drawer file.

Show Up the Weak Sisters

Every sales manager's office ought to have some sort of a score board for posting the comparative standing of salesmen. Even though such a board is quite unnecessary as a source of information to the sales manager, it has a marked moral effect on the salesmen. They know that everybody about the office will see this board, and that their work will be noticed. Of course, the best plan is to have a special score board painted with the names of each



Mr. Steiner, the Butterkist sales manager, at his desk in Indianapolis. Every time a salesmen sends in an order a "hit card" is hung on the score board indicating the date of the "hit."

salesman using some sort of a marking device. The illustration shows how one sales manager uses base-balls (representing orders) as markers. Every time the salesman takes an order, he sends in his "hit." The hit is then put on the board under the proper day of the month. By glancing at the board you can see at a glance how many orders any particular salesman booked so far during the month. Those who do not care to go to the trouble or the expense of getting up special score board, can purchase for a small amount a mechanical score board, taking the form of a bar chart. After each salesman's name is a celluloid ribbon which is advanced with the salesman's score.

Leaving the sales manager's own office, and going out into the general sales offices we find a half a dozen typists busy writing letters to customers. "Why don't you use form letters?" we ask the sales manager. "We do, on most letters, but we find for letters of this kind that we can get better

results by writing individually type written letters. Then, too, some of the letters have different prices from others." If this sales manager only knew it he could get an automatic typewriter which would do the work of three of these typists and enable him to put \$40 a week toward the salary of a sales statistician.

Then in the order department several clerks are at work taking off statistics for the sales manager's guidance in directing sales effort next month. Some more clerks are busy figuring out new salesman's quotas on the basis of dealer population per territory. There are at least three good tabulating machines which are now pretty widely used in sales work, that not only enable the sales manager to keep in much closer statistical touch with the work of his department, but which give him valuable information as to the whole drift of the sales department.

But why continue. Every wide awake sales manager knows about these things.

He knows that there are tabulating machines, automatic typewriters and numberless other devices which are used in sales departments. But for some reason he thinks that they are only good for the other fellow. His business, you know, is different. So he turns down the salesmen when they ask to tell him about the saving their equipment can effect, and goes along just as he always did. Yet he is the same man who will rail at reports from his own salesmen that prospective buyers of what he is selling won't listen to the merits of his proposition. He stoutly argues that so far as his line is concerned all business is fundamentally the same, but when it comes to selling him something! Well, you see that is something else again. It is generally agreed that it won't be long now before aggressive sales work is needed in every business. When that time comes in your business, are you going to be ready with the most modern and up-to-date time saving equipment, or are you going to go into battle with the weapons that our grandfather used? Between now and the cool weather is a good time to take stock of the equipment in your sales department, and set your house in order for whatever happens this winter.

Building Good-will with a House Organ

HOW long will you listen to the man who is always talking about himself or his business? The average house organ is a bore—but a William Feather Good Will Magazine is always welcome. Why? Because it is informative, interesting, entertaining and inspiring.

Good will is always created by indirection. When you send your customers month after month a William Feather Magazine you are building up a friendliness and a sense of intimacy that could not be created in any other way. And you individualize your business.

The man who reads a William Feather Magazine unconsciously forms a definitely favorable impression of the house behind it. Your house and advertising message get over as they should get over, frankly as advertising. The minute you see a William Feather Magazine you will grasp the whole idea. Will send samples. Just write.

THE WILLIAM FEATHER CO.
613 Caxton Building CLEVELAND, OHIO

Getting a Line on Lost Letters Sent to Salesmen

By W. M. Coatsworth

Cleveland Metal Products Co., Seattle

In the article entitled "The Use of Special Letterheads for Salesmen" which appeared in the June issue of Sales Management, you say that a space should be provided on the envelope so that each piece of mail matter going to a salesman can be numbered.

Permit me to call your attention to a plan that I have used for some time with very good results. I number each envelope consecutively, keeping an office record of the destination of each envelope, but in addition to this I show the destination of the envelope immediately preceding the one in question. Example:

LETTER NO. 50
49 to Chicago

This enables a salesman not only to determine the fact when he has missed a certain piece of mail matter, but also to determine just where the missing piece was directed, and he can then have same forwarded to him on his route much more quickly than would be the case if the letter had to be returned to the office and re-forwarded to the salesman.

"Can you send me another copy of SALES MANAGEMENT for June? The address of George W. Hopkins of the Columbia Graphophone Company appearing in that issue is worth the price of several years' subscriptions; at least it has proven of exceptional value to us, and we are quoting from it in some of our own publicity matter urging sales managers for furniture factories and house furnishing goods concerns to read the entire article."—J. N. Nind, Pres., Periodical Publishing Co.



For many years the Robert Gair Company has supplied the leaders in every industry with folding boxes, labels, shipping cases and window display advertising.

When the big order depends on executives who are beyond reach

How the Robert Gair Company met a difficult problem in selling to a "thin" market

Few firms have escaped moments of uncertainty in closing a big order.

When the large account hangs in the balance, routine methods of selling necessarily break down. The decision depends upon important men who are difficult to influence—whom salesmen often cannot reach at all.

For manufacturers who distribute through a trade—whose output can be sold in small units—these crises are rare.

But for firms that produce large units—that sell equipment or supplies direct to other manufacturers—*every* order is a big order. The man who receives salesmen is often only a spokesman for executives or officers who remain in the background, but who actually have the final word in making the decision.

This was the situation that confronted the Robert Gair Company, large makers of folding boxes and package merchandising specialties.

The most profitable increases in volume for this firm could come only by closing big contracts—by winning favorable decisions from men who controlled large firms, who

were often entirely inaccessible to salesmen.

To influence these men quickly and effectively it was determined to support the sales department with an advertising campaign.

Could newspapers be used profitably to reach this "thin" market, with so much of their circulation a complete loss?

It was recognized that this handicap could be offset only by making every announcement bring maximum results.

On February 3rd, 1920, the newspaper campaign was released.

Within the first week, inquiries commenced pouring in by letter and telephone. From this campaign appearing in one city, planned and prepared to influence a limited number of important men, direct replies received by the sales department ran into the hundreds. Big orders were closed.

In working out this problem of selling and advertising, it has been the privilege of the J. Walter Thompson Company to co-operate with the manufacturer.

J. WALTER THOMPSON COMPANY
NEW YORK CHICAGO BOSTON CINCINNATI LONDON



That All-Important First Impression

Upon the Sales-Manager alone falls the responsibility for the Success or the Failure of the men who are selling for him.

Have you as Sales-Manager fully realized the importance of the First Impression which your Salesmen create when they call upon your Trade—the necessity for absolute neatness in their personal appearance, and particularly in the appearance of their Sales Equipment?

What have you done for YOUR Salesmen to help them win that All-important favorable First Impression?

The true Test of your Salesmen's worth is in the volume of Business which they can secure for you. They look to you for help in building up this business. You can help them by furnishing a Catalog in Loose-Leaf form—a catalog which can be revised—a page at a time—whenever changes in the Line are made. It is always up-to-date, and your men will feel a genuine Pride when selling from it.

If your Catalog is now in Bound form, we can convert it to Loose-Leaf style at a great advantage to you, and at a nominal expense. Write for our New Catalog Binder Section S-1 and learn the many advantages found in

Badger Loose-Leaf Catalog Binders

ORIGINATORS OF THE
LOOSE-LEAF SYSTEM
OF CATALOG BINDING



MADE IN MILWAUKEE
BY
THE HEINN COMPANY

The Salesman With a Set Speech

By Maxwell Droke

News comes that some of the big security selling concerns, who have built up their organization through the use of the "One Call and Qualification System" and the standardized sales canvass, are changing back to the individualist system. Questioned on this point a manager of one of these concerns said: "The cut and dried sales presentation is all right for selling types of prospects that can be driven, but it is proving ineffective for closing the type of man who has to be led." In view of this tendency Mr. Droke's article is timely as well as interesting.

I THOUGHT that he had passed away—the salesman with a set speech. But within the past week no less than three men, in widely varying lines, have called upon me, bent upon carrying away a portion of my bank balance in exchange for a certain commodity. And the sum total of their ammunition in each case consisted of a cut-and-dried sales talk—very thoroughly dried, and cut, unfortunately, much too long.

There was a time when the Sales Manager not only countenanced, but heartily encouraged the set-speech. We can all remember back to the era of book-agent eloquence. The agent, having thoroughly mastered his lines, proceeded to stalk his victim unawares. When, at length, the prospect was cornered, the b. a. would bow gracefully, and turn loose his verbal barrage, after this fashion: "Sir, may I interest you in this splendid volume entitled 'Facing the Future' or 'How to Get On in the World,' by J. Barker Shinn? This 278-page volume, bound in gen-u-ine leather, with a portrait of the author as the frontis-piece, sells for the ridiculously small sum of \$2.75. Why, sir, this one chapter on 'Success—It's Perils and Possibilities,' is alone well worth the price of the entire volume," and so on and so forth ad exhaustum.

Talking the Prospect Unconscious

Salesmen in those days worked on the theory that the only way to get an order out of a prospect was to talk him into an unconscious state, and get his signature on the dotted line before he came to. Since that was prior to the age of desk buzzers and other automatic ousting devices, the salesman occasionally succeeded in making a sale. But his percentage of repeat orders was noticeably small.

The salesman with a set speech has been gradually decreasing in the past few years. But there are still far too many of him, making the daily rounds of business offices. Sometimes he lacks the sing-song monotony and oratorical flashes of his departed brother, the book agent. But just the same, he has a single-track vocabulary that is holding him back from attaining the full measure of sales success.

But don't get the idea that the set-speech salesman is unprepared for emergencies. If you have ever interrupted one of these human phonograph with a query or objection, you will find that he comes back like a flash. But his reply will be as colorless, and plainly stock, as the original speech. You can almost follow him, as his mind reverts to the Book of Instructions of the "At-this-point-show-our-new-model-No.-16" and "Here-present-order-book-and-pencil" variety. You know in-

stinctively that he is repeating to himself, "If prospect says price is too high, give him a good strong talk on quality. Tell him that the Blank Manufacturing Company use nothing but high-grade raw material, which naturally costs more than a cheaper class of stock."

It isn't easy to dodge the "set-speech" habit. Any man who has ever "called on the trade" will bear witness to the truth of that statement. Even the best of salesmen are mighty apt to find themselves repeating stock phrases again and again. The best advice I ever had on keeping my sales talk up to par came from an old Sales Manager out at Kansas City. "Look at every individual you meet as a *man* and not as a *prospect*," he used to say to me. "Study his habits, his problems, his requirements, and then mould your sales talks to meet the needs of the hour. Above all, don't try to sell goods to your man; let him do the buying. Get him to ask questions. A man who asks questions just naturally can't help selling himself on your proposition, if it is right."

And that advice, if followed literally, surely will speed up sales. I know because I have practiced those doctrines and have passed them along to my own salesmen time and again.

Let me give you a concrete example of how this careful study of the prospect's problems actually made a sale. I know all of the facts in this case, because I was the man who signed the order.

The Localized Appeal Wins

A salesman for a certain office device called upon me a few weeks ago. I told him that I did not believe I could use the device to advantage, as I had only a little office and a small volume of business. But instead of giving me a stock reply, the salesman smiled genially. "Why, that's exactly what Mr. James Jones told me last week," he remarked. "You know Mr. Jones, don't you, Mr. Droke?"

I did know Mr. Jones. He is engaged in my line of work. Our office problems are very similar.

"Well, he and I both had some doubt as to whether he could use a Wonderworker machine to advantage. Of course I didn't want to sell him one of the machines unless I knew it would save him time and money. That would have been poor business. So I left one of our Wonderworker Juniors at his office for a few days, and asked his stenographer to try it out. When I dropped in again a couple of days ago, Mr. Jones had the order already made out. He said the machine saved so much time he couldn't think of being without it.

"I'll tell you what, Mr. Droke, suppose you call up Mr. Jones—his number is Main

7856—and ask him just how he is using his Wonderworker. Perhaps it will fit right in with your work. And then, again, perhaps it won't. But, of course, you don't want to overlook any chances to increase your office efficiency."

I telephoned Jones. His testimony was favorable. The final fade-out showed me, fountain pen in hand, filling out the order blank.

But the personal appeal is just as dangerous as it is powerful. Be sure of your ground before you go ahead. A case of misplaced personal appeal came under my observation recently. A special agent for an insurance company called at my office, sent in a personal card, with a note that he would like to see me on a personal matter. He was promptly admitted.

The first sentence was sufficient. "Mr. Droke," said the insurance man, "Mr. Montmorency Brown, our local agent, asked me to be sure to drop in to see you. He felt certain you would be interested in our new automobile insurance policy."

A Fake Appeal Kills Confidence

Now, it chances that my life has not been brightened by an acquaintance with Mr. Montmorency Brown, our eminent fellow townsman and insurance agent. I don't know him from a hole in the ground. And he doesn't know me. So I couldn't very well imagine him calling aside his trusty henchman and bidding him to be sure to drop in on me. The whole thing was so plainly a fake personal appeal, that I fear I didn't register the proper degree of enthusiasm over the very special automobile insurance policy.

Pawnbroker Sales As a Business Index

Pawnbrokers believe their business is a better barometer of general conditions than the index numbers, or Dun or Bradstreet reports, or the stock market. In flush times their trade is poor. In times of stringency they have lots of customers.

A Chicago dispatch quotes the leading pawnbrokers of that city as saying business is getting brisk—for them. For the last two years they barely made expenses. Their old patrons, mostly wage earners, had been so flush that they didn't come near them. Now the old trade is coming back, the pawnbrokers say, and it is up to normal, almost. Wage earners are not finding high-paying jobs so plentiful and, having lived up to, or nearly up to, every dollar they received, or having indulged in extravagance in their purchases, are renewing their acquaintance with the pawnbroker.—*Philadelphia Public Ledger*.

MOLINE
DISSTON *Maurtag*
Westclox

ACME QUALITY
PAINTS & FINISHES
BLABON ^{ART} Linoleums

Firestone

CONGOLEUM ^{Gold Seal}
ART-RUGS

Cletrac
TRACTOR

V-K
WATER SUPPLY SYSTEMS

ARMOUR &
COMPANY

VICTROLA

Goodrich

Pillsbury's

DE LAVAL

CAFFIN

Wear-Ever

COUCHET'S

TRADE MARK REG. U. S. PAT. OFF.

"Unlike any other paper"

Certain-teed

NEWIDEA

HINMAN MILKER

ATKINS

INDIANA
ALL-ROUND
TRACTOR

Lucas Paints

CHASE

Perfodent

Ingersoll

HH

Planet Jr.

MUELLER
DIPTHERIA
FURNACE

You have a silent partner in your business—one who sells your standard merchandise to farmer patrons every day in the week, year in and year out—and yet draws no salary and demands no share of your profits.

Farm Journal is that salesman—a buyer's guide, consulted and relied upon by the leading farmers and dealers in every community in the United States—as many as a thousand within buying distance of every trading center.

If you want some mighty valuable information that will help you, get figures from small town Postmasters on general magazine and farm paper circulation. Then you'll understand why it is a real advantage to have your goods advertised in farm papers—especially in The Farm Journal.

GOOD YEAR

Elgin

Barrett

YALE

NEW EDISON

O-Cedar

The Farm Journal

CHICAGO PHILADELPHIA NEW YORK

Sells Most Goods Because
Read by Most Farmers

When the Weather Is an Obstacle

By J. G. Chapline

President, LaSalle Extension University, Chicago

Those of our readers who recall "The Three Classes of Salesmen" written by Mr. Chapline and published early in the year will agree that he has few equals when it comes to diagnosing the ails and failings of salesmen. Although this article is a bit late so far as applying it to this summer's work is concerned, it applies to any kind of weather that interferes with the work of the sales organization. After you have read it clip it out and file ahead for next summer.

FOR several years I handled a selling organization in the South. Prior to my taking charge of that organization it had become an established custom with most of the men to migrate North during the summer period. They operated on the theory that it was too hot to sell in successful volume in the South during the summer season.

This didn't seem to me to be a very valid form of reasoning. I had enjoyed considerable experience in personal selling in the field in both the South and the North during the hottest months of various and many years, and out of that experience I can recall that the most disagreeable, trying, and wearisome period that I ever spent in selling occurred in the months of June, July, and August in northern territory.

I learned in the laboratory when attending college that heat or cold as we ordinarily experience it is largely a matter of contrast. Our teacher demonstrated this in a very simple but practical way. A bowl of water having a temperature somewhat lower than that of the room was placed upon the table. A young man sitting next to the radiator with hands nice and warm was asked to come forward, put his finger in the bowl, and state whether the water felt cold or warm. This young man said the water was cold. Another young man coming in out of the winter weather was called to the table and asked to try the same test. His statement was to the effect that the water was warm. The water did not change in temperature. It was in fact warm to one and cold to the other.

It has been my experience that in the South during the summer period the heat is not one whit more oppressive than it is in the North. It was my observation that the heat in the South did not slow up its people

any more than did the heat in the North its people. So it occurred to me that it was entirely logical that we should do relatively as much business in the South during the Summer time as was being done north of Mason and Dixon's line.

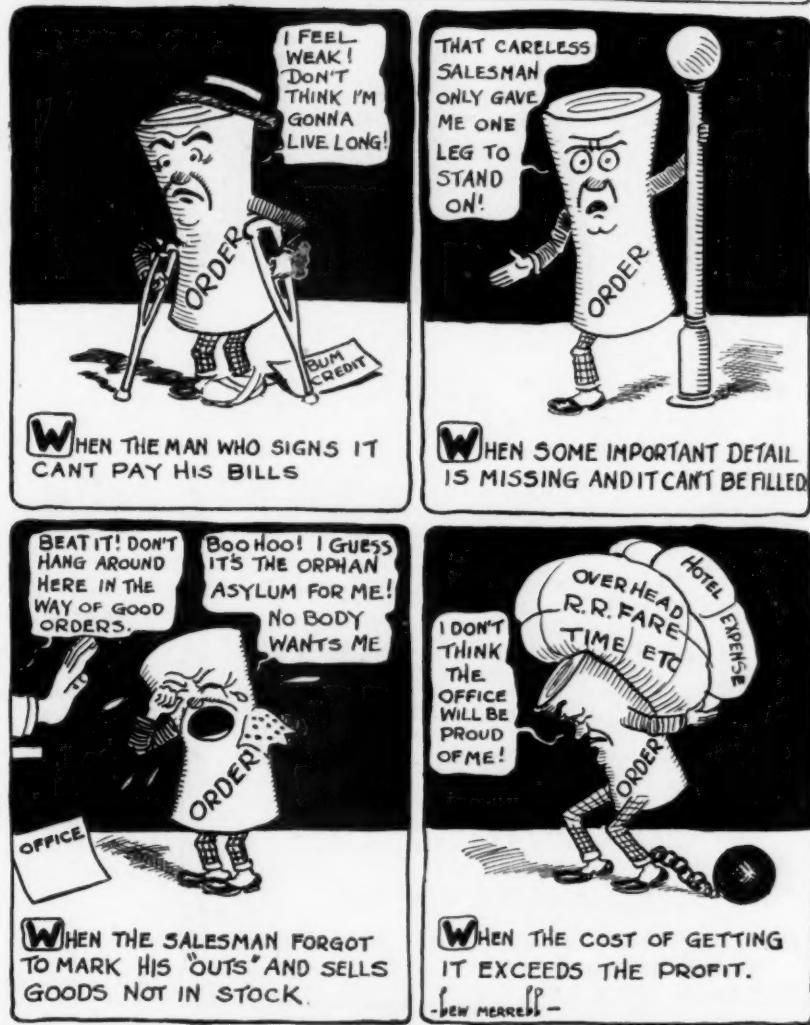
In fact I considered that we should do even more business in the South during the summer time than in the winter months. There were three reasons for this. First, the annual exodus of seasonal salesmen from the South to the North with the beginning of the summer period operated to do away with a large part of the normal winter competition. Second, if the heat was to be considered as a factor at all, why not figure it as a positive rather than a negative factor? The percentage of prospects "at home" and available for summer

demonstration does not vary materially as between the North and the South. The percentage of absentees at any one time in either section on account of the vacation months will not measure up to exceed 2 per cent of the total number of prospects. Thus, in that particular at least, opportunities for keeping busy are in no manner diminished. Third, if heat is a factor at all as relates to the salability of your prospect, it will operate in your favor rather than against you. Heat in the sense in which we are considering it, is a depressant—it enervates and devitalizes; thus, if your prospect is feeling the heat, his powers of resistance are at the lowest ebb, and you will find him more readily yielding to your sledge-hammer blows of salesmanship. This was first demonstrated to me in my own experience.

The largest volume of business I ever wrote in a given period of time was in midsummer in Old Mexico, where I was working under peculiar difficulties and where the sun was so hot I hardly dared venture away from the shady side of the street. I have seen it demonstrated many times since in the experience of others.

To get back to my southern sales organization. I was able to persuade most of our organization that they were making a mistake by migrating North during the summer months. The organization was working entirely and exclusively on a "cold turkey" basis without leads, inquiries, or contracts of any kind. We did, however, use a system of carding our prospects, that is, checking directories and other lists and writing upon individual cards names and business and residence addresses of the particular classes of prospects whom we desired to reach. We required our salesmen to call upon and report upon each name so carded and furnished to them,

WHEN AN ORDER IS NOT AN ORDER



reports to be made daily and returned to the office on all cards worked. Thus we were able to check the actual work done. I said to our men: "If you will do the same amount of work during the summer months as in the winter months you will earn equally as much and probably a good deal more." In cases where I met with a "doubting Thomas," I guaranteed that result. In no instance did I have to make my guarantee good. Without a single exception the men made more money than they did in any previous summer in the same work, and they saved a lot of time and railroad expense by staying in their own territory and disregarding seasonable notions. This is not an argument that the South is better territory in the summer than in the North. In my judgment, however, it is a conclusive demonstration that in either North or South business may be gotten in just as good quantity in the summer time as in any other season of the year if the salesman will just put forth an equal amount of effort.

After the success of our first experience we never had any further cases of "summer complaint" in that particular organization. Most of our difficulties are mental and are those which we largely construct for ourselves. If we are able to convince ourselves that we can't do a thing, whether on account of heat or cold or for any other reason, then it is "dollars to doughnuts" that we can't do it. Mental attitude either builds or destroys success. Negative thought is responsible for more failures than any other one thing in the world. If you think you can't do a thing, and think it hard enough, you might just as well "throw up the sponge" because you are "licked to a frazzle" before you start. On the other hand, if you think you can do a thing, and you think it hard enough, and you believe with all the strength of your will that you can do it, there is no power on earth that is going to stop your reasonable accomplishment if your thinking and your belief are backed up by action.

The moral of all this is that every salesman in our organization can make August as big a month as any other month in the year if he possesses the right mental attitude, backed up by the will and the energy to do.

How Jobbers Feel About the Procter & Gamble Decision

Sales managers are watching with quickened interest the looming tussle between the jobbers and Procter & Gamble precipitated by the latter's recently announced decision to discontinue selling through the jobber completely. Shortly after the action was taken Fred R. Pitcher, secretary of the Indiana Wholesale Grocers Association addressed the following letter to members of his association:

"Is this a turning point in the policy of manufacturers? If this concern is successful in this method of direct selling, and continued aid is given them by the wholesale grocers of the United States what will be the attitude of manufacturers in this as well as other lines of merchandise? Why should the jobbers foster this concern's business by attempting to look after the one box business? Naturally you can not compete with the manufacturers. You can not buy their products and sell the five and ten box lots at the price that they will sell it. In fact, we believe that they do not want you as a distributor of their products, or they would not have taken the direct selling policy.

"How can you as a jobber continue to handle this line of merchandise and then insist upon other manufacturers selling their products in the direct channels (which has proven the most economical) from the manufacturers to jobbers, to retailer, to consumer? Can you wink at one and fight with the other? This large soap concern has invited you courteously to leave their products alone and they will attend to the distribution of same. Can you afford to do other than to accept their invitation?

"It seems to us that it is a crucial point in the wholesale grocery business and deserves your greatest thought and attention. If you continue to market this concern's products on whatever basis of profit you are able to get (which will be uncomfortably small) what will the other manufacturers' attitude be?"

"It may seem a far cry from the volume of sales to the labor policy of the firm. The sales manager will realize that the labor policy has much to do with the quality of the goods produced. If the policy of the house towards the employes is a liberal one they will show a spirit of personal interest and great loyalty and a desire to turn out the best product possible, but the house with a dissatisfied or frequently changing organization will find it difficult to keep up the quality of its product."—J. G. Jones.

GRAPHIC MARKING DEVICES

FOR
MAPS
AND
CHARTS



Sales Problems Are Simplified

By EDEXCO Devices for Graphic Records. Compare sales with quotas—locate agencies—check credits—tell where men are—ALL AT A GLANCE.

Send \$1.00 today for big trial outfit containing 100 map pins and other marking devices, sales maps, charting papers, curve cards, Edexco map mount, 2 catalogs—Graphic Supplies and Mechanical Graphs—Service Sheet No. 4 and special Instruction Sheet on Starting and Keeping Graphic Records. Catalog alone sent free. Please say which.

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make it easy to show results daily. Booklet illustrated in colors free on request.

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334 Custom House Street Providence, R. I.

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“Get Down Those Tools and Use Them”

“We've wandered far away from first principles,” says the sales manager. “In the old days, we had to dig, plant, and cultivate.

“Then times changed; we hung up the shovel and the hoe.

“But now we're going to feel natural again. *Selling* is coming back into its own. Let's get down those tools and use them.”

Printed matter with sales personality is likewise coming into its own—especially “Dramatized Sales Helps.” Economical selling demands just such qualities as they possess. Let us confer with you.

Bert L. White Company

Originators and Producers of
“Dramatized Sales Helps”
(Reg. U. S. Pat. Off.)

Office and Plant: 1215 to 1227 Fullerton Avenue
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Robert Wade and Other Clerks

By a Store Manager

Here is a story somewhat out of the beaten path. At first glance it has nothing to do with sales management. But if you will remember that the retail clerks of today are the salesmen of tomorrow, then you will appreciate that the retail clerk is a subject that will bear study. This article is published with the thought of arousing the interest of our readers in clerk types. The sooner we begin to notice clerks and think about them the sooner the vexing problem of where to get good salesmen will disappear.

ROBERT came with us when he was only a little over nineteen. From the very first he made a success of it. Everybody liked him, not only because of his personality, which was pleasing, but because he knew his business. Robert Wade understood the stock in the entire store, as well as his own department. He could answer any question about any line of merchandise.

During his spare minutes, Robert would nose around the floor, asking questions and studying goods. Other clerks joked about him and winked and whispered that he was as inquisitive as a cat in a new garret, but this never phased the boy. He kept right on acquiring knowledge.

In the summer of 1914 Robert was given charge of three departments, and the year following he was made buyer for his own, spending a great deal of time in New York and Chicago. He came back not spoiled a bit, but insisted upon acting as "plain salesman."

And behind the counter he went again, uncomplainingly selling goods exactly as he had done at the age of nineteen. Customers had a way of always asking for "Mr. Wade," and they would wait until he could serve them, rather than take some other clerk.

It was said of Robert that he never forced a sale, yet he sold more goods than any five other men on the floor, and he did it with beautiful ease. It just seemed to come natural.

When asked what system he played, he was exceedingly modest about it, claiming that there was no secret scheme or idea. "All you had to do was treat people nicely, never over-talk a product, sell only when the customer was sure to be satisfied AFTER the product or article was in use, and know your merchandise, so that you can talk it interestingly, intelligently."

Two years after his return he went straight up, as general manager. Robert died on a transport while returning from abroad, for he had enlisted during the war. He was the best salesman we ever knew.

* * *

LESTER H. CORRIGAN

Mr. Corrigan was a man of middle-age, prematurely gray, and with a kindly, ruddy face. He was never known to get riled and he never lost his temper. Nominally head salesman in the grocery department, he seldom spent his entire time there, because he was what we knew as a "peacemaker" for the store.

When a disgruntled customer began to kick out of the traces, balk, and snort steam, the unsuccessful clerk waiting on him would send out a hurry call for Mr. Corrigan.

And Lester H. never failed to adjust matters. He was a natural born diplomat, as tactful as they make them, and hard to anger. That was the secret of his success, in part: he refused to take angry people seriously. He smiled away rancor and grinned in the face of white heat argument.

That "the customer was always right" was admittedly one of Corrigan's working slogans.

And when Corrigan was through with them, they were amiable again and walking away with a package under their arms.

He was at his best when dealing with irascible old folks. They would pour their troubles into his ear and he would stand at attention, earnestly drinking it all in and agreeing with every word they said. On occasion he would call a clerk on the carpet and give him a verbal lashing. And as soon as the customer had disappeared he would pat the man on the shoulder, smile, and remark: "It was all for the old party. We don't care how we smooth 'em over, so long as we do it. Remember, it takes all kinds of people to make a store. The bad come with the good."

All of us loved and respected Mr. Corrigan. And to think that he retained his sublime optimism in the face of a great grief. His wife was an invalid.

* * *

BOB OPDYKE

It was Opdyke's misfortune that he was born with a sharp tongue and a bump of impatience that stuck out on his personality like a gourd. He was all O.K. so long as the customer bought quickly, took the first article presented, and went away from there.

But Opdyke was decidedly opinionated. He could never quite agree that the other person deserved a hearing. He did not always say what he felt, but the way he looked at you was far worse than mere words. He could look you into a state of humiliation, defeat or ripe, red anger, as the case might be.

We all remember the afternoon Mrs. X came into the store and wanted to purchase a certain kitchen range. Opdyke showed it to her, demonstrated its good points, and settled back, ready for the sale. Mrs. X, however, was a fuzzer and believed in experiments and questions. She began all over again, asking Opdyke to repeat. And even then, when he had finished, she wanted to see some other range.

We never knew exactly what Opdyke said, but for ten minutes the customer raked that lad over the coals in a series of the most expert tongue-lashings that the store had ever known. And, to top it off, she went in to see the manager. "Fire

him, or I'll never enter this place again," said she.

And Opdyke was allowed to pack his grip and depart. There had been other complaints.

He went with McLain and Adams for six months, and it was the same there. He could not change his spots. He had a fool idea that the customer should take his word for it, always and under all conditions. Any hesitancy, any doubt, any undue questioning or controversy put cayenne on the tip of the young man's tongue and he flipped it off wickedly. The last we heard he was in one of a chain of drug stores and the husband of a lady customer, with whom he had talked back and forth, blacked both of Opdyke's eyes and put a polish on the job by pouring a whole bottle of Pond's Extract down the clerk's neck.

* * *

MARTIN RANDOLPH

There was no better clerk in the store than Martin. He played the "I-use-that" system, and the way he put it there was no such thing as fail.

Regardless of what he was selling, if it came to clinching the deal, he would start off with a line of chatter somewhat like this: "I can speak in the highest terms of this piece of merchandise; we use it in our home and it has always given satisfaction."

And he would say it as if he was confiding a secret, lowering his voice, and looking sharply to right and left.

If Martin had used in his home all the things he said he did, it would have required a convention hall. In point of fact, he was a bachelor, detested women, and lived in a very small room, without bath on the third floor of the Old Mansion House. We once dropped in on Randy, and aside from a bed, a washstand, one picture of his mother in a mahogany frame and the *Police Gazette*, which he took regularly and kept in a bound volume, his room was as bare as his own bald head.

He found by experience that one of the greatest and most convincing sales forces is the "personal experience" racket. The wonder of it was that the man could tell these white lies in such a serious, unaffected, commanding manner. No one ever thought of doubting him.

* * *

J. LAWRENCE HENRY

J. Lawrence was a "lady's man," first, last and always. He used lilac perfume liberally, carried kerchiefs with pink and lavender borders, and sent to Boston for his silk shirts and ties.

Everybody around the store knew that he carried a small pocket mirror in his

wallet, and he did not hesitate to sneak an occasional look at himself when there were no customers to occupy his time. Three times a week he had the barber at the Mansion House shop put olive oil and brilliantine on his hair. He wore spats; in fact, he introduced the first light green pair ever seen in Our Town.

J. Lawrence was popular with the ladies. There was no getting around this. He sold goods quickly and easily and was busy from the moment he entered the store until he left it. The other men in the establishment detested him. Wrapping boys called him "Esther Darling," and Mr. McLain, of the Gent's Furnishing Department, always held his fingers over his nose when J. Lawrence passed, as a silent rebuke to his lilac perfumery.

Despite his peculiarities of dress and manner, Henry was a man every inch of

him. One Saturday night a big six-foot huskie from the delivery department made some slighting remark about J. Lawrence. As quick as a wink, the clerk turned, took off his coat and flattened the man's nose. Not content with this, Henry beat him until the bully begged his pardon. Nobody knew up to that time that J. Lawrence had won several ribbons and things at boxing. He introduced the Boy Scout movement to Our Town. Late in December last year J. Lawrence gave up his position with us and started a millinery shop on East Main Street, in company with a little French woman whom he later married.

* * *

THOMAS MULLER

Bless old Tommy! He could never learn to take life or the store seriously. Everything was a joke to him. The children idolized him, and every time a mother

came into the place with kiddies, they made a bee line for Mr. Muller's counter.

He laughed his way into the good graces of the entire town. The week of the Elks Minstrels he was one of the end men, and we all agreed that his work was decidedly professional.

Around the store he kept everybody laughing. The girls giggled when they merely looked at him. He was a master-mimic. One rainy afternoon he was giving an imitation of the Head Buyer, when that dear lady stood in a corner and watched him. She entered a complaint, but when Tom was asked to explain, he made even the Buyer herself laugh, and the incident was forgotten.

He was the life of the party and always the same. In all the years he was with us nobody ever saw him sad or grouchy or down-hearted. He managed to impart this same merry mood to the customers he handled, and they liked him.

Tom had one trouble only: he liked an occasional drink and managed to get it, even after prohibition had gone into effect. It was on a Saturday night that he stumbled into an elevator shaft and was dead when they found him. And, hidden under some goods behind a counter in his department, one of the young ladies found a partially consumed bottle of whiskey.

United Drug Buys 650 Stores in England

The purchase of \$7,500,000 of the 650 drug stores forming the chain of Boots, Cash Chemists, Limited, of England, by the United Drug Co. of America (Liggett's) has set a new record in retail drug circles of England.

The American drug concern will form a new company, to be known as Liggett's International, Limited, to take over the control of the largest retail drug interest in the United Kingdom. The deal, it is understood, has been completed and only awaits confirmation by the British shareholders of the Boots Corporation.

The report of the sale has caused considerable perturbation in English drug quarters because of the fact that the United Drug Co. had already linked up some 2,000 druggists throughout the British Isles through the handling of its "Rexall" products, each pharmacist being really a stockholder in the United Drug Co. Naturally, these agents, as they are called, have always regarded the trade of the Boots concern in an unfavorable light by reason of the competition created by the big chain store company.

When the United Drug Co. first invaded Britain in 1910, it met with some opposition on the part of English druggists, who were somewhat suspicious of the big American drug combine. The war prevented much progress being made, but the company has since secured the confidence of the trade and public. It maintains headquarters in Liverpool and is operated as a distributing branch of the head office in the United States. As soon as supplies of raw material, packing and labor facilities are obtainable, the United Drug Co. will establish laboratories here.



The difference between moving products and dead stocks is year-in-year-out advertising

Two hundred and twelve of 240 drug stores in Indianapolis have Cutex in stock right now. This is the result of wise selling practices. When the Northam Warren Company came into the Indianapolis market they made no effort to load the retailer on the strength of a new campaign. They took their time and kept hammering with their selling and their advertising

YOU CAN NOT perform miracles in Indianapolis. But you can make your selling and advertising dollars go further in this market than anywhere else. The Indianapolis Radius is the thirteenth retail market in the country. It is without question the most easily cultivated, if worked along the right lines.

Write the Merchandise Service Department of The News
for detailed information pertaining to your product

The Indianapolis News

New York Office
DAN A. CARROLL
Tribune Building

FRANK T. CARROLL
Advertising Manager

Chicago Office
J. E. LUTZ
First National Bank Building

The New York Globe

ANNOUNCES

that on August 1, 1920, it will go to

THE FLAT RATE BASIS

*with exactly the same rate to all
advertisers, foreign or local, for
the same service.*

The new rate becomes effective immediately on new business; it will become effective on all existing contracts which do not contain the quarterly adjustment clause as soon as they expire and on contracts which do contain the quarterly adjustment clause the new rate will become effective as soon as the clause will permit.

- ¶ *Agent's commission 17 per cent., cash discount 2 per cent. Monthly full copy, 10 per cent.*
- ¶ *The Globe will accept orders and contracts for a full year's service on the basis of the flat rate, but with right to adjust rates up or down in advance of each calendar quarter year.*

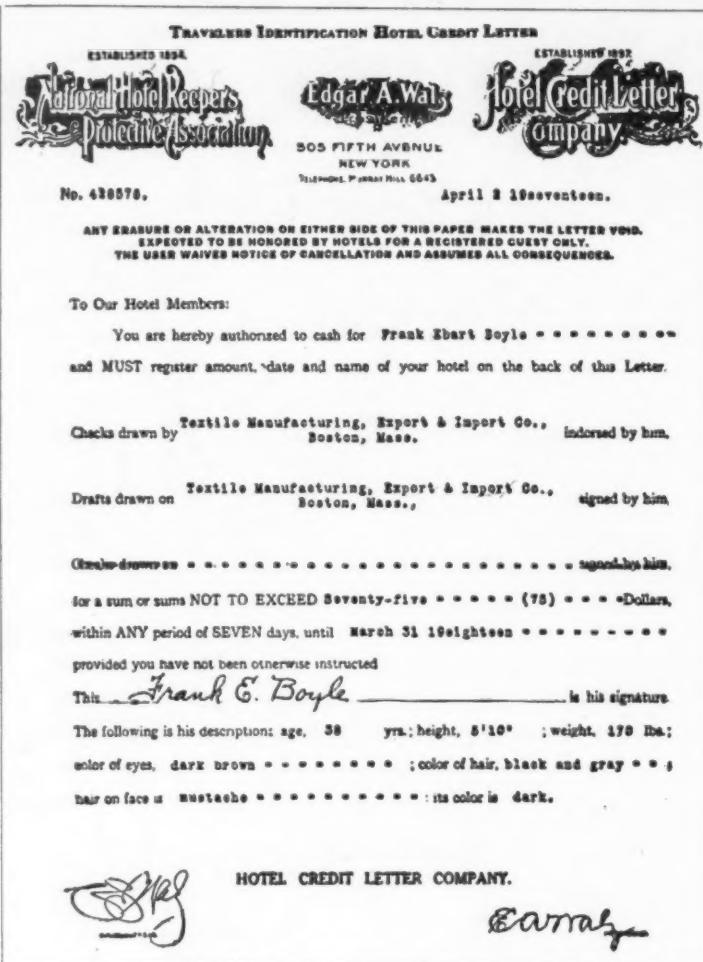
MEMBER
A. B. C.

The New York Globe
JASON ROGERS, Publisher

**170,000
A DAY**

Expense Money Gone—DELAYED!

WHEN a salesman is delayed because his expense money has not arrived, it costs the house money—the salesman's time, overhead, loss of business. The promptness of mail cannot be depended upon, a letter may not be forwarded quickly, there may be an error in addressing. These are the little things that cost big. Hundreds of companies are avoiding these setbacks through the use of the Hotel Credit Letter illustrated on this page. This makes it possible for the salesman to draw his money just as soon as it is due.



Cash at Any Hotel

With this Travelers' Identification Hotel Credit Letter in his pocket, your salesman needs only to present it in any hotel in the United States or Canada, where he can immediately cash either personal or firm checks, or drafts on your firm for amount authorized. *No deposit of money or bond is required.*

You Control Sales Expense Money

The Hotel Credit Letter specifies, as illustrated, the amount that can be drawn and with what frequency right on the face of it. On the reverse side the hotel makes an entry when the salesman gets the cash and no further money will be paid until it is due again. This places the expense money entirely under your control without the usual work required.

A letter good for one year or less authorizing hotels to cash paper for \$50 or less a week costs \$5; \$55 a week, \$5.50; \$60 a week, \$6; continuing in the same ratio for any amount. You tie up no working capital.

OUR GUARANTEE: If a purchaser of a letter is not entirely satisfied with the investment after giving the system a fair trial, we will, upon return of his letter to us, cheerfully return the amount of the premium paid.

You can effect the same kind of a saving as is being accomplished by the many concerns of standing which are using our letters to advantage. Write for printed matter and further details.

Hotel Credit Letter Company

The Hotel Credit Letter Company holds the confidence of hotels for the reason that it insures them against loss and since its establishment, 23 years ago, has paid all losses in full. It is affiliated with the National Hotel Keepers Association, an organization of hotels devoted to reporting of delinquent debtors, check forgers, etc.

EDGAR A. WALZ, Pres.

505 Fifth Avenue

New York, N. Y



Trade-Mark and Good-Will Protection

Subscribers are invited to submit problems relating to registration of trade marks, label infringements, etc. If possible, they will be answered in forthcoming issue. Address: Trade Mark Department, Sales Management Magazine, 223 West Jackson Blvd., Chicago.

Re-Registering Trade Marks to Conform With New Law

Coshocton, Ohio. We have a trade-mark, duly registered at the U. S. Patent Office at Washington. Will it be necessary for us to re-register this mark under the new trade-mark law which was enacted? I am informed, at the last session of Congress? D. H. C.

There is no necessity for you to re-register your mark in order to enjoy the fullest protection that the Federal law affords. As a matter of fact, the Patent Office will not allow you to re-register if you wish to. The Trade-Mark Act of 1920 states specifically that it is designed to enable the registration of marks that have been ineligible for registration under the old law; that is, the Act of 1905, and in view of this clause, the officials hold that no mark can be enrolled under both laws.

Protecting Distinctive Catalogue Features

New London, Conn. Is there any way, other than by invoking the common law against unfair competition, whereby I can get protection for the distinctive features of a catalogue upon which I feel that the good will of our house is dependent? R. T. McC.

You may, if you wish, trade-mark the title of your catalogue or its cover insignia, just as you might trade-mark the name of a house organ, and you can, furthermore, copyright the contents of the catalogue or any portion of the contents likely to be "borrowed." The Federal Trade Commission has indicated on more than one occasion that it stands ready to call to account firms that "lift" catalogue cuts and other distinctively original catalogue copy of a competitor.

When a Whole Line of Trade Marks Is to Be Registered

Los Angeles, Calif. We are interested in ascertaining whether or not it is possible to secure knowledge of the availability of certain names for trade-mark. Is it necessary to make definite application for the use of these names, or can we find out if they are in use without definitely applying for them?

We have names in mind for various products, some of which we are now using, and others which we would like to use, but hesitate about making definite application if a fee is necessary for every name submitted. Also, can you tell us what the approximate fee would be? P. C. Co. per C. E. S.

In so far as your aim is ascertainment, from the records at the U. S. Patent Office, whether there has been prior adoption of a coveted trade name, it is not necessary to submit an application for a certificate of ownership and pay the prescribed fee. It is perhaps fitting, however, to warn our correspondent in the beginning that the absence of a trade name from the register at the Patent Office is not absolutely clinching evidence that the name is not in use. In rare instances, nationally used trade names are not registered, or a name, if confined to intrastate commerce, is registered only in the state in which used.

However, if there has been no registration at Washington, it is a fair assumption that no trader has made selection of the name that is in mind.

In order that a sales interest that has tentatively made selection of a name may ascertain whether there is likelihood that it can win registration, any responsible trade-mark attorney will make a "search" of the trade-mark files at Washington. For such a canvass of the marks already preempted, in his client's line of business, the attorney will charge a fee from \$5 upward, according to the amount of work involved.

When it comes to making application for the formal entry of a name that the preliminary search has indicated to have a clear field, there must be paid a government fee of \$10, but, because there are drawings to be prepared and other technicalities to be complied with, it is not customary for a business man to attempt to put through a trade-mark registration unaided. The usual procedure is to retain a trade-mark attorney—presumably the same one that made the preliminary search if that precaution was taken—and the fee of the attorney (including payment of the government fee) is from \$30 upward for each trade-mark registered.

Inasmuch as our correspondent indicates that some of the names for which he seeks sole rights are not yet in use, it may be well to emphasize that while it is all very well to conduct a preliminary search to ascertain the status of a contemplated brand name, it will be necessary that the mark shall have been actually used in commerce between the states or foreign trade before an application for its registration will be entertained at Washington.

Rule Regarding Use of Ex-Presidents' Portraits

Moscow, Idaho. Would any permission have to be obtained or any formalities gone through before I could use on an article that I am about to put on the market a portrait of Theodore Roosevelt?

Presuming that the portrait is not a copyrighted one, or that you have paid the fee for reproduction asked by the photographer or other artist who holds a copyright, there is no further obligation incident to the use of a likeness of the late ex-President. There was a time when the U. S. government refused to sanction the use for advertising purposes of the portrait of any man who has served the nation as Chief Magistrate. However, that rule has now been relaxed. If it be desired to use the portrait of a living ex-President, or the President himself, the written permission of the individual must be obtained, but in the case of a deceased celebrity no permit is required and relatives nor heirs cannot effectually object.

What's Coming This Fall?

How about the money situation? Will wages drop? Prices up?—Or down?

Babson's Reports

Babson's recent Barometer Letter "What's Coming This Fall?" gives you the plain, unbiased facts on the present situation and forecasts coming conditions in business with remarkable accuracy. It contains information of vital importance to every manufacturer, merchant, wholesaler, jobber and retailer.

REPORT ON REQUEST

This Letter and Booklet—"Increasing Net Profits", will be sent to interested executives, gratis. Clip out the Memo—now—and hand it to your secretary when you dictate the morning's mail.

Merely Ask for Bulletin W-39

The Babson Statistical Organization Wellesley Hills, 82, Boston, Mass. The Largest Organization of Business Advisors in the World.

CLIP OFF HERE

MEMO For Your Secretary

Write Roger W. Babson, President of The Babson Statistical Organization, Wellesley Hills, 82, Boston, Mass., as follows:
Please send me a copy of Bulletin W-39, "What's Coming this Fall" and booklet, "Increasing Net Profits", gratis.



Why don't You use

WIGGINS Peerless Book-Form CARDS

Saves the firm about 40% on card cost because there are no wasted or soiled cards. Salesmen prefer them because they save a lot of time and bother and they use the tissue between each card for memoranda. Handy leather case fits vest pocket and cards detach with a smooth, clean edge not perforated.

Let us send you tab of specimens, see for yourself the unusual quality and careful workmanship which distinguish WIGGINS CARDS.

The John B. Wiggins Co.
Established 1867
1100 So. Wabash Ave.
122 So. Michigan Ave.
Chicago



How to

A collage of historical newspaper clippings from the early 20th century, including:

- THE MARKET REPORT** from **ENGINEERING AND MINING JOURNAL** (June 26, 1920)
- Trade and Market Conditions** from **News of the Trade for the Manufacturer and Supplier—Notes on Industrial Activities and Jobber of Electrical Equipment and Business Methods**
- CONSTRUCTION NEWS** (July 1, 1920)
- AMERICAN MACHINIST** (Vol. 58, No. 6, August 5, 1920)
- IRON AND STEEL** section from **THE WEEKLY PRICE GUIDE**

These clippings provide a historical look at industrial markets, construction, and manufacturing in the early 1920s.

Think Straight about Business

What is going to happen tomorrow is the vital thing that affects what business men are doing today. There are five sets of facts on which business men make up their minds.

First: *Credit Conditions.*

The average man in business gets this information from the banker personally, from Federal Reserve reports, from Bank Reviews, from his business paper.

Second: *The Labor Market.*

Facts with regard to the labor market come from the newspapers and from the business papers in the basic trades.

Third: *Transportation:*

For facts relating to transportation conditions he looks in the newspapers, in his own business paper, and in the specialized business papers.

Fourth: *Condition of His Own Market.*

These conditions he judges from his own salesmen's reports and from the business papers.

Fifth: *His Own Raw Material, Machinery and Equipment Conditions.*

For these facts he consults business papers only.

Each of the 11 McGRAW-HILL publications presents in each issue from six to eight pages of the sort of data above described.

Special editors and a special department in the Company called the Business News Department, organized with a far-flung chain of correspondence, provide verified news. The men in this work are in intimate personal contact with the sources of information. The "Engineering and Mining Journal" reports, for example, are quoted as a basis for making contracts for all metals and minerals. The "Engineering News-Record" Construction News is basis for contracts running into thousands of dollars each week.

This vital contact of the business with the industries they serve is the special reason why business men now are reading the future by studying the business papers.

Power
Coal Age
American Machinist
Electrical World
Electrical Merchandising
Journal of Electricity
Electric Railway Journal
Engineering News-Record
Ingenieria Internacional
Engineering and Mining Journal
Chemical and Metallurgical Engineering

McGraw-Hill Co., Inc.

10th Avenue, at 36th Street

New York City

THE 11 McGRAW-HILL Publications

How Walkover Built a World Wide Business

(Continued from Page 520.)

During the critical time of the war he trusted 30,000 francs to a man who expected to get through the lines into Holland; and he did get through the lines to our little store at The Hague, and deposited the 30,000 francs. How he managed to do it I don't know. But it is a fact—he did carry the money there.

When the war was over, there were no shoes in Brussels. On the first steamer sailing from this country to Antwerp I had more than a carload of shoes, and they were landed in Brussels soon afterwards. On the arrival of the shoes they had to put policemen in front of the store to keep the crowd away, and in an editorial sent to me from one of the Brussels papers, it said two women who came out of the store were heard to say: "Thank the Americans. They have broken the price of shoes in Brussels." Shoes were selling at that time for from 75 to 100 francs. We opened the store and sold goods for 40 to 50 francs, cutting the price in two, and it broke the price of shoes in the whole city, according to the editorial of one of the leading dailies of Brussels.

Business Is Fine in Russia

In my Paris shop we used to have a number of customers who came from Russia, especially nobility and the wealthy people visiting Paris, who often remarked: "Why don't you come up to Russia and open a store? You could do an immense business there." I had already sold some shoes at St. Petersburg, as it was known then. I had an intimate acquaintance, a friend who was living in Russia, who had been a buyer of hides for many years. He knew the language and knew the people, and so I arranged with him to meet me in Riga. He met me at the station with an American automobile.

I went over to Petrograd and after looking the situation over, I decided I would lease a store. That was in 1910. I leased a store that had been a jewelry shop for 30 years, and I had to wait a year before I could get possession of it. But when the store was opened, my personal friend, Ambassador Guild, honored it by his presence, and also many of the nobility of the city came. We did a wonderful business.

This friend of mine, Mr. Preston, whom I knew as a boy, had a leather store in Boston, went to Russia and lived there 12 years. He knew the language, traveled up and down the country in the purchase of hides, and had a large acquaintance. He stayed in Riga until the Germans shelled the city.

In the early part of 1917, when things were looking brighter, he felt that possibly he could get through to Petrograd as I had large interests there, although most of our shoes had been sold. When he left Petrograd he placed in charge a young man from Brockton who had married a young Russian girl and who stayed until the first of January, 1917.

I asked him: "How did you get food?" He said: "No trouble getting food. None

at all. You couldn't buy it with money. Money was worthless." "How did you get it?" He said: "I used to carry home a lot of shoes, and when I wanted food, would trade shoes for food." That is the way he purchased what was necessary to live on.

When the Kerensky insurrection came, they prohibited the sale of shoes over a certain price, namely, 22 rubles. It was impossible to sell my goods for 22 rubles after paying the heavy duty.

The result was that we closed our store for nearly six months. Finally my manager, through intercession with the authorities, agreed to open the shop and sell shoes for about 45 rubles, and they consented to let him do it.

Customers Admitted By Ticket Only

The mob of those who wanted shoes was so great he had to close the door, and I think he did what was never done before in shoe retailing—issued 13,000 tickets, and admitted customers to the store only by ticket. They allowed him to open at 10 and close at 4. It is a fact, the government officials told me, as well as my manager, that hundreds of people stood all night and surrounded pretty nearly a whole square in order to be able to get into the store the next morning. They stood out all night for the privilege of buying a pair of shoes at that price. We had policemen at the front. There was also a rear door to the store where a policeman was stationed. About 500 people a day could be accommodated. They would file in the front door, be fitted to a pair of shoes, and pass out the rear door; this plan was followed until we had sold every pair of shoes. The money was deposited in the Petrograd branch of the National City Bank, and I am sorry to say is still there. A few years ago I leased a shop in Naples, and there is a beautiful Walk-Over shop there now in charge of American boys selling American shoes.

If you visit South America, go down to Buenos Aires. Years ago I sent a bright young man there to lease a store on one of the best boulevards, and he has been doing a successful business. Cross the Pacific to China, and if you ever visit Shanghai, you will find there awaiting you an American shoe store run by Americans.

It has been a great satisfaction to me to be the pioneer in all countries mentioned, and naturally I feel a little pride in it.

The opening of these stores has been good advertising. Let me refer to one or two incidents.

Two or three years ago I had a friend visiting me in the office, and I said: "I received orders from two countries today and I don't believe you could guess where they are from." They were from countries on this earth, surely—Iceland and the Island of Malta.

During 1918 we shipped \$25,000 worth of Walk-Over shoes to the Island of Malta, and if you go down into the Fiji Islands you will find Walk-Over shoes for sale. I only speak of this far-reaching effect of

having gone into some countries and driven down a stake there for a definite purpose—to advertise Walk-Over shoes.

Only a few weeks ago a fine looking gentleman came into my office. He couldn't speak English. I sent for my interpreter—you would be surprised to know how many foreigners come to the Keith office who cannot talk the English language. This gentleman was from Nish, Serbia. He said: "I have heard of Walk-Over shoes. I have come to this country to buy Walk-Over shoes." Naturally, the first thing I wanted to know, was, "What have you got to pay for them?" He pulled out of his pocket a letter of credit on the National City Bank of New York for forty thousand dollars; and he spent the money in buying Walk-Over shoes.

I only speak of these things to show how far-reaching is the location of stores, the influence of an article, whether shoes or anything else. If we ever develop a large foreign business, somebody has to go there and pave the way, open up the gates, and show them how to handle and dispose of goods.

I cannot help but feel that I am at least partly responsible for the great demand for American shoes all over this world, because I have gone right into the homes, as it were, laid the article there, sold it under American conditions, and made a lasting impression. I think that if other concerns in different lines of business will enter into it, in some such spirit, there is a golden opportunity in the world, because American goods are known far and wide, and have a reputation that is second to none.

McDermid Now Manager for Lournay, Inc.

W. A. McDermid has returned from an extended trip abroad with J. Perez Henrique, manager of the Paris office of Parfumerie Lournay, Inc., and has been made vice-president and general manager of that company with offices in New York. Mr. McDermid is well known among sales and advertising managers, having served as president of the National Association of Advertisers. Until recently he was sales and advertising manager of the Mennen Company, Newark, N. J.

The United States Circuit Court of Appeals has issued a temporary injunction restraining the utilities commission of the State of Illinois from enforcing the railroad passenger rate of two cents per mile.

"Aim for the highest, never speculate; never endorse beyond your surplus cash fund; make the firm's interest yours; concentrate; put all your eggs in one basket and watch that basket; expenditures always within revenue; lastly do not be impatient, for, as Emerson says, 'no one can cheat you out of ultimate success but yourselves.'—Andrew Carnegie.

READ how the "Safety Standard" film and the convenience of the Pathescope make it possible for a great institution to provide a Film Service for Department Stores.

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THE ECONOMIST FILM SERVICE
231-241 West 39th St. New York

The Economist Film Service offered with the following trade papers:
DRY GOODS ECONOMIST, NEW YORK
DRY GOODS READER, CHICAGO
DRY GOODS READER, BOSTON
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DRYGOODSMAN, ST. LOUIS
IRON AGE, NEW YORK

Pathescope Co. of America
Aeolian Hall-West 42nd St.
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A. C. PEARSON
GENERAL MANAGER
DRY GOODS ECONOMIST
W. H. TAYLOR
PRESIDENT IRON AGE

June 30, 1920

Gentlemen:

We are pleased to advise that we have found complete satisfaction in the Pathescope machine, both for our own use in showing our Educational programs, and for our Department Store clients. The use of Safety Standard film, the simplicity of operation, and the possibility of these machines have materially aided us in establishing our Economist Film Service.

We are especially gratified with the fact that licensed operators are not needed, since many of the stores using the Economist Film Service could not do so if enclosing booth and licensed operator were required. Also, the fact that the Pathescope is inspected and approved by the Underwriters Laboratories, Inc., is a distinct advantage.

Our road men speak highly of the ease with which they can handle the machine when giving demonstrations of our Educational Program.

In a recent demonstration of one of our complete programs (some 3,000 feet in all) the audience, an unusually critical one, expressed unbounded surprise at the ample and clear-cut illumination.

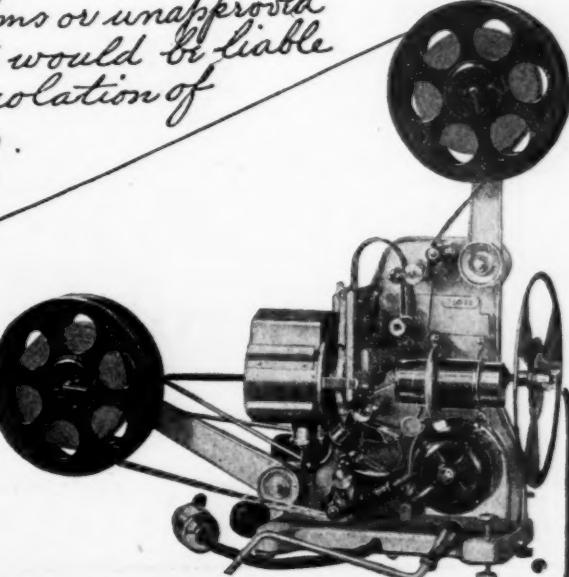
Yours very truly,
THE ECONOMIST FILM SERVICE
C. V. Davenport,
MANAGER



The Pathescope Co. of America, Inc.
Willard B. Cook, President
Suite 1824, Aeolian Hall
New York City
Agencies in Principal Cities

If we used Celluloid Films or unapproved projectors our clients would be liable to penalties for violation of fire regulations.
C. V. D.

THE NEW PREMIER
Pathescope
Flickerless "SAFETY STANDARD" Motion Picture Projector





Baltimore—"Try-Out" City of America

When a manufacturer decides to test out a new product or new theories concerning an old product, he is cautioned not to attempt to conquer worlds all at once but to try a limited area first that can be sampled without consuming his entire appropriation.

Tremendously big cities present tremendously big problems, cost in proportion to their size and multiply the expense of any part of a plan which is not right in proportion as they are big.

Baltimore, the eighth largest American city, on the Atlantic coast, is neither too big nor yet too small but ideal for tryouts, alert, wealthy and responsive at the start, the centre of one of the most progressive trading areas in the country, with a rich, productive market that supplies over 700,000 citizens, as well as thousands of other families who come from nearby towns to Baltimore to shop. It offers a typical Amer-

ican cross section with all the average advantages and disadvantages.

And its buyers can be reached through their great evening Associated Press paper, THE NEWS, that goes into their homes daily, serves them honestly, is entrenched in their confidence and read from page to page both for news and advertising. And because of its name and prestige in the community, the NEWS contributes something more than space and circulation to the advertising messages it carries. It invests these messages with the potent values its service has created, covering the market with a net paid circulation of close on to 100,000—87,000 of which are circulated within the radius of the 90,000 White homes in Baltimore wherein English is spoken.

Try your products out in Baltimore! Dominate the market by forceful concentrated advertising in the NEWS! The intensity of its circulation likewise intensifies your appeal, supporting distribution, and, co-ordinated with active sales efforts, producing results at less cost than will a market of greater expanse. Trade investigations, market analysis and merchandising assistance are other features of NEWS SERVICE. Get in touch with us for details with regard to the Baltimore market and its relation to your specific product.

THE BALTIMORE NEWS

DAN A. CARROLL
Eastern Representative
Tribune Bldg.
New York

Frank S. Webb
Advertising Manager

J. E. LUTZ
Western Representative
First Nat. Bank Bldg.
Chicago

Obscure Post Office Facilities Sales Managers Can Use

By Waldon Fawcett

With higher passenger rates the possibilities of fewer salesmen and an increased use of the mails appears certain. Under the increased schedules the average cost of a salesman's call will jump from \$4.00, its present point, to at least \$4.50, while postage stamps still sell for two cents each—one of the few things that have decreased in price since the war. It is fitting then that sales managers should understand some of the ways in which the post office department can help them sell. Mr. Fawcett has looked into this matter for you, and his report follows:

WE have been so busy of late berating Mr. Burleson and his postal service that we have not had much time to consider the other side of the problem. It may come as a surprise to some of us that the postoffice department has a helpful side, but it is a fact nevertheless.

One explanation given to me here at Washington for this attitude on the part of a majority of sales managers is that so insignificant a proportion of marketing executives have ever formed the habit of turning to headquarters with their postal problems. The instinct, naturally, of a sales manager who has a question to ask bearing upon postal technicalities is to turn to his local postmaster. The local administrator, we will assume, is conversant with the postal laws and regulations, albeit he now and then makes a blunder that is costly to its victim. But even if his interpretation and translation of the rules of the game be unimpeachable, it too often happens that the postmaster has no vision or imagination with respect to the mail user's proposition. He can tell an applicant what may be admitted and what may not be admitted to the mails, but he seldom has alternatives to suggest for an unworkable scheme. Even if the postmaster had the time to devote to the individual problem of this kind, it is unlikely that he has had the experience with like riddles that insures the proper perspective. And as for the sales manager who is located in a small town—well, he cannot expect too much of his local postmaster.

Discounting Trouble

The moral of our story, which need not be further prolonged in this direction, is that a sales manager's quest for the secrets of direct-mail strategy should be continued to the fountain head of information and recommendation. Yet how few, comparatively, have adopted in their mail maneuvers the rule that should be sacred in all research, namely, "Go to headquarters." By way of concrete illustration it may be instanced that very few sales managers, when planning sales literature for circulation by mail, deem it worth while to spend a two-cent stamp to obtain the approval or disapproval of the specialists at the Post Office Department at Washington. Yet the P. O. Department has definite preferences and prejudices on this score and it has reasons,—dictated by practical considerations of mail handling—that would, perhaps, never occur to the sales manager thinking only of printing costs on the one hand and effect upon the prospect on the other hand.

If a sales manager submits to the censors at Washington mail forms made from paper stock of dark tint, he will probably be startled by the vehemence of the disapproval which will be evoked. The postal administrators are strongly opposed to the use of envelopes, wrappers, etc., of dull or dark color and to the penning or typing of addresses in ink that does not afford what they conceive to be the proper contrast with the background. A parallel situation obtains with reference to private mailing cards, folders, etc. Many a sales manager orders ammunition of this sort with never a thought of consulting the postal officials, and yet the postal experts have the most pronounced view on the subject and, if given the opportunity, will counsel the business man most earnestly not to make use of cards or folders of irregular shape nor to fasten his printed form with a wire clip or other device that is liable to be the means of causing undue wear and tear.

Go to Headquarters For Decisions

In many a circumstance, such as those just cited, the solicitude of the postal officials is purely in the interest of efficiency. There are, perhaps, no Departmental rules or regulations that absolutely prohibit the practices that are discouraged, but the heads of the Department will, if given an opportunity, throw the weight of their influence against direct-mail technique that they know, from inside observation, will impair selling efficiency. If they know it to be true, as they do, that envelopes made of paper so dark in hue that the addresses are not readily decipherable, are delayed in delivery, they feel that it is only the part of kindness to tip off the mailer to that effect. Realizing likewise that irregular cards lose time in transit because they cannot be run through the canceling machines according to regular routine they feel it incumbent to reveal this fact. Or again, it is supposedly a kindness to warn the sales manager who contemplates the circulation of a large size mailing card, calendar, or broadside, that its dimensions are such that it will inevitably be folded in order to fit into the boxes in use in sorting and distributing and will, in consequence, reach the prospect deeply creased.

Only a short time since there was an exemplification of the practical first aid that a discerning postal official can give to a sales manager. It came to the attention of one of the officials at Washington that a large interest engaged in selling by mail was, in its circularizing and correspondence, supposedly saving time by introducing street addresses and in some in-

stances corner addresses without street numbers. That is to say, it was the policy in the business establishment in question not to trouble about building names or street numbers if there was at hand the name of the street or the street intersection. In a helpful spirit, this postal official dropped the hint that to address a piece of mail to a corner is worse than to give no street address at all, strange as that might appear.

In the event, however, that a letter is received in the metropolis addressed simply to Jenkins & Jenkins it goes immediately to the "directory service" and if the deficient address can be supplied is sent promptly on its way. If, however, that same letter were addressed: "Jenkins & Jenkins, Broadway and 42nd Street," or "Jenkins & Jenkins, Union Square," the distributors at the postoffice throw it to one of the carriers covering the corner or square indicated. And when, as so often happens, four or more routes center at a corner or plaza, and each carrier has a small slice of the territory, it may happen that a piece of mail will be returned to the postoffice several times to be tried out successively by different carriers. The same danger of delay occurs, under some circumstances, when a street address without a number is given. A letter addressed "Cleveland Supply Co., Euclid Avenue," might not get action as quickly as though the address were simply "Cleveland Supply Co., Cleveland, Ohio."

Sales Data on Tap at Postoffice

There is no question but what many sales managers allow themselves to be so completely out of touch with postal headquarters that they do not realize what privileges and prerogatives are open to them. Not long ago a sales manager expressed himself to the Department as delighted but no less surprised to learn that double or reply cards may be sent out under one cent postage, with no obligation to affix a stamp to the reply portion unless that portion be detached from the initial half and mailed for return. Another marketing executive had all the joy of a new discovery when he found that the Department was in a position to supply "open end" one-cent stamped envelopes. And, while we are on this phase of the subject, how many sales managers are aware that the Government provides in three sizes an "Extra quality" stamped envelop of high tensile strength that is designed especially for transmitting bulky correspondence and is especially recommended for registered mail?

As luck would have it, there are a few

sales managers who are out of conceit with the Post Office Department as a source of information because the Department has not been in a position to supply, ad lib, a very interesting class of data that it has on tap. As our readers doubtless know, the law requires every newspaper and periodical published in the United States to file with the Department, twice a year, a sworn statement of its circulation. Every now and then a marketing manager, planning an advertising campaign, conceives the idea of obtaining from the department circulation figures on all the publications that he contemplates using. He meets disappointment. The Department takes the ground that this data is public information and, theoretically, any applicant is entitled to it, but, practically, the Department has not the force to comply with such wholesale requests. Nor can it "gum up" the administrative machinery by admitting to the file rooms the special employees that certain sales interests have proposed to send to Washington to dig out this information at first hand. So it is the rule to comply with any "reasonable request" for circulation information. If a sales manager wants figures on a small group of publications or on the various newspapers in a given city, he will probably get them, but he cannot hope to get, in this quarter, circulation ratings on a lengthy list of mediums—at least, not at one time.

A feature of postal service of which many a sales manager is in blissful ignorance, but which now assumes additional importance if we are to have more intensive selling by mail, is that which enlists the good offices of postal employees for the revision of

mailing lists. The postal organization cannot, of course, make up a mailing list for you, but it will revise a list of your making and bring it down to date as frequently as you may desire, at nominal expense. Under the Departmental code of ethics, postmasters are permitted but not required to correct mailing lists. If a postmaster finds it practicable to correct a list, he will cross off the names of persons to whom mail cannot be delivered or forwarded; add the correct street, rural or box number; and correct initials where apparently there has been a bona fide intention to write a name known to the sender of the list. When, on a mailing list, two or more names appear at one address, the head of the family may be indicated, if known to the postmaster. Postmasters of third and fourth class post offices are not prohibited from making a reasonable charge for the correction of mailing lists, and when corrections are made at first and second class offices by substitute clerks, the employees so engaged are entitled to receive from the owner of the mailing list the prescribed hourly rate for auxiliary or temporary work.

"SALES MANAGEMENT is certainly a live magazine, and we look forward to it coming every month."—E. W. Bartram, sales manager, Lazell, perfumer.

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You will note in the July issue a statement of the yearly sales of luxuries and would like to know if it would be possible to obtain an authentic analysis of the item "Perfumes and cosmetics, \$750,000,000." This item is a statistic of great importance to us and, of course, is only valuable when classified and itemized, showing, if this figure represents the total wholesale or retail prices or the average, what percentage represents imported goods and, if possible, a list of the individual items included.

Not only has the writer found your news columns interesting and beneficial, but finds many of the advertisements helpful. For example, we requested our representative who is now in Chicago to interview the Chicago Tribune regarding their Merchandising Service, which they advertise on the back cover of the August issue. —Talcum Puff Company.

"I have never had time, not even five minutes, to be tempted to do anything against the moral law, the civil law, or any law whatever. If I were to hazard a guess as to what young people should do to avoid temptation, it would be to get a job and work at it so hard that temptation would not exist for them." —Thomas A. Edison.

"I WOULDN'T TAKE \$100 For My Bound Volume of 'SALES MANAGEMENT'"

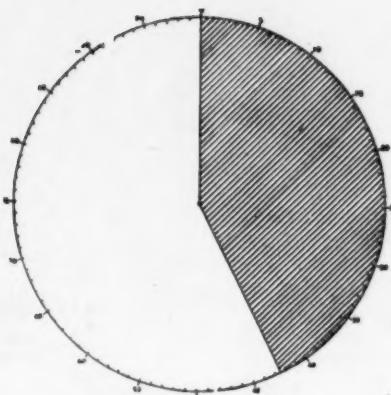
Said one of our subscribers the other day. "I am continually recalling articles that I have read in the different numbers at the time of issue bearing on some problem of the day. With my bound volume in our library I can quickly find the article in question, thereby giving me the experience of some other sales manager on the identical problem that is puzzling me." This subscriber had reference to Volume One, now out of print. Volume Two is complete with this issue. Bound Volumes will be ready in a week or so. It is twice as big as the first volume and contains articles by such well-known sales chiefs as:

Winslow Russell, vice-president, Phoenix Mutual Life Ins. Co.
A. B. Young, general sales manager, Bemis Bag Company
F. H. Dodge, general sales manager, Burroughs Adding Machine Co.
H. E. Steiner, general sales manager, Holcomb & Hoke Mfg. Co.
Edward S. Jordan, president, Jordan Motor Car Company
C. E. Steffey, general sales manager, National Cash Register Co.
J. B. Wright, general sales manager, Earl & Wilson

Typical articles in this volume: "Our new plan for paying salesmen," "How to Sell the Full Line," "How I Meet Price Interruptions," "Three Letters that Closed 33 Per Cent Inquiries," "Making the Buyer Want It," "Is the Ford the Best Car For Salesmen?" "Why We Set Tasks for Our Men," "How to Get More Mexican Business," "A Bonus Plan that Jumped Sales 142%," "How We Made Over Our Sales Force," etc., etc.

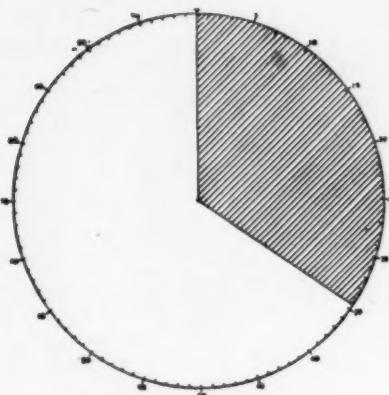
Bound in Heavy Buckram—Lettered in Gold—\$5.00

The Dartnell Corporation, 223 West Jackson Blvd., Chicago



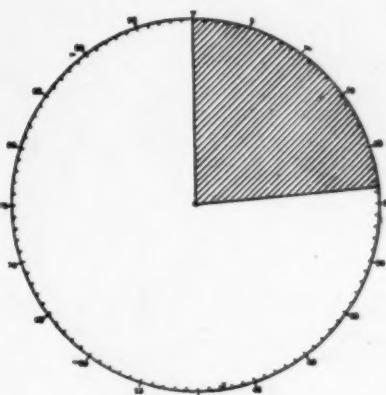
42% Gain
in advertising by
THE MORNING SUN

First 6 Months of 1920.



34% Gain
in advertising by
THE EVENING SUN

First 6 Months of 1920.



23% Gain
in advertising by
THE SUNDAY SUN

First 6 Months of 1920.

	M.	Lines 1919	Lines 1920	Lines Gain	Per Cent.
Baltimore Sun.....	M.	884,448	1,222,084	337,636	37.6
Local Display.....		1,863,182	2,915,556	1,052,374	56.5
Classified.....		898,581	1,066,417	167,836	18.7
National.....		3,646,211	5,204,057	1,557,846	42.6
Baltimore Sun.....	E.	3,028,783	3,869,302	840,519	27.8
Local Display.....		1,711,746	2,674,017	962,271	56.2
Classified.....		899,425	1,049,654	150,229	16.6
National.....		5,639,954	7,592,973	1,953,019	34.5
Baltimore Sun.....	S.	2,519,753	2,918,891	399,138	15.8
Local Display.....		504,882	800,821	295,939	58.6
Classified.....		274,829	381,997	107,168	39.0
National.....		3,299,464	4,101,709	802,245	23.6
Baltimore Sun.....	M., E. & S.	12,585,629	16,898,739	4,313,110	34.3

THE above figures, taken from the "Advertising Age," of July, 1920, show the remarkable gains in the volume of advertising carried by The Three *Sun*papers the first six months of 1920 over the same period a year ago. This growth is a reflection of the growth of Baltimore as an industrial and commercial center and further demonstrates the fact that

Everything in Baltimore Revolves Around THE SUN

Morning

JOHN B. WOODWARD,
Times Bldg., New York.

Evening

Sunday

GUY S. OSBORN,
Tribune Bldg., Chicago.

Baltimoreans Don't Say "Newspaper"

—They Say "Sunpaper"

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"I WOULDN'T TAKE \$100 For My Bound Volume of 'SALES MANAGEMENT'"

Said one of our subscribers the other day. "I am continually recalling articles that I have read in the different numbers at the time of issue bearing on some problem of the day. With my bound volume in our library I can quickly find the article in question, thereby giving me the experience of some other sales manager on the identical problem that is puzzling me."

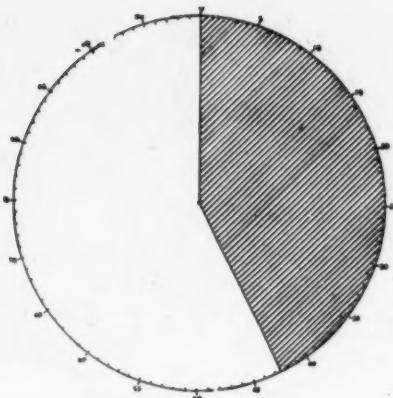
This subscriber had reference to Volume One, now out of print. Volume Two is complete with this issue. Bound Volumes will be ready in a week or so. It is twice as big as the first volume and contains articles by such well-known sales chiefs as:

Winslow Russell, vice-president, Phoenix Mutual Life Ins. Co.
A. B. Young, general sales manager, Bemis Bag Company
F. H. Dodge, general sales manager, Burroughs Adding Machine Co.
H. E. Steiner, general sales manager, Holcomb & Hoke Mfg. Co.
Edward S. Jordan, president, Jordan Motor Car Company
C. E. Steffey, general sales manager, National Cash Register Co.
J. B. Wright, general sales manager, Earl & Wilson

Typical articles in this volume: "Our new plan for paying salesmen," "How to Sell the Full Line," "How I Meet Price Interruptions," "Three Letters that Closed 33 Per Cent Inquiries," "Making the Buyer Want It," "Is the Ford the Best Car For Salesmen?" "Why We Set Tasks for Our Men," "How to Get More Mexican Business," "A Bonus Plan that Jumped Sales 142%," "How We Made Over Our Sales Force," etc., etc.

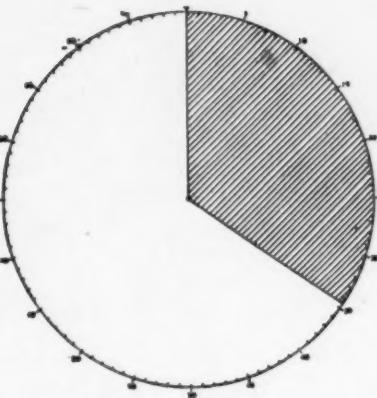
Bound in Heavy Buckram—Lettered in Gold—\$5.00

The Dartnell Corporation, 223 West Jackson Blvd., Chicago



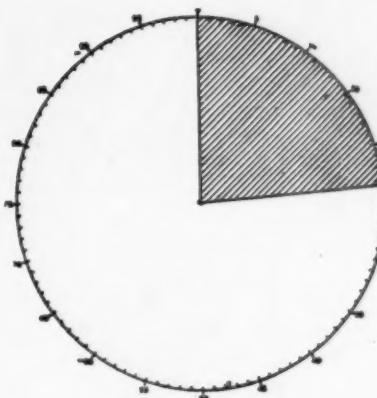
42% Gain
in advertising by
THE MORNING SUN

First 6 Months of 1920.



34% Gain
in advertising by
THE EVENING SUN

First 6 Months of 1920.



23% Gain
in advertising by
THE SUNDAY SUN

First 6 Months of 1920.

	M.	Lines 1919	Lines 1920	Lines Gain	Per Cent.
Baltimore Sun.....	M.				
Local Display.....		884,448	1,222,084	337,636	37.6
Classified.....		1,863,182	2,915,556	1,052,374	56.5
National.....		898,581	1,066,417	167,836	18.7
Total.....		3,646,211	5,204,057	1,557,846	42.6
Baltimore Sun.....	E.				
Local Display.....		3,028,783	3,869,302	840,519	27.8
Classified.....		1,711,746	2,674,017	962,271	56.2
National.....		899,425	1,049,654	150,229	16.6
Total.....		5,639,954	7,592,973	1,953,019	34.5
Baltimore Sun.....	S.				
Local Display.....		2,519,753	2,918,891	399,138	15.8
Classified.....		504,882	800,821	295,939	58.6
National.....		274,829	381,997	107,168	39.0
Total.....		3,299,464	4,101,709	802,245	23.6
Baltimore Sun.....	M., E. & S.				
Total.....		12,585,629	16,898,739	4,313,110	34.3

THE above figures, taken from the "Advertising Age," of July, 1920, show the remarkable gains in the volume of advertising carried by The Three *Sun*papers the first six months of 1920 over the same period a year ago. This growth is a reflection of the growth of Baltimore as an industrial and commercial center and further demonstrates the fact that

Everything in Baltimore Revolves Around THE SUN

Morning

JOHN B. WOODWARD,
Times Bldg., New York.

Evening

Sunday

GUY S. OSBORN,
Tribune Bldg., Chicago.

Baltimoreans Don't Say "Newspaper"

—They Say "Sunpaper"



Southern Farmers Welcome Modern Farm Implements

Less improved farm machinery has been used in the South during past years than in other sections of the country, largely because of the very large amount of cheap labor that was available in the South. That condition no longer exists. Labor is scarce and southern farmers are buying tractors and improved farm machinery of every description almost as fast as they can get their hands on them. Then, too, southern farmers are prosperous; they have the money with which to buy improved farm implements and other things of this kind. The fact that they have the money, connected with the labor shortage for the first time in the South, combines to make the sale of improved farm implements, tractors and all labor-saving devices an easy matter for the manufacturer who has something adapted to southern conditions.

In no section of the country is there as great a percentage of the crops what might be termed cultivated or row crops as in the South. In the North and East, large acreages are devoted to hay, wheat, oats, rye and other crops that do not require cultivation. It is true that much wheat, oats and hay are grown in the South, but a large portion of the land devoted to these crops that do not require cultivation are followed by crops in the summer time, such as cowpeas, soy beans, corn, etc., that are cultivated.

Last year there were 368,809,000 acres planted to the following crops in the United

States: Cotton, peanuts, hay, rice, tobacco, sweet potatoes, Irish potatoes, wheat, oats, rye, barley, buckwheat, flax, kafirs, beans, broom corn, hops and cranberries. Of this amount, 117,877,000 acres were in the **THIRTEEN SOUTHERN STATES**. This is approximately one-third of the total acreage for the whole United States; yet, the South has only about one-fourth of the territory of the United States. The total value of crops and livestock in this territory is approximately \$10,000,000,000.

It should be noted that the percentage of acreage in the South devoted to the various crops which are cultivated is much greater than in other sections of the country. Nearly one-half of the cultivated or row crops grown in the whole United States are found in the South.

There are greater opportunities for marketing improved farm implements of all kinds, including tractors, trucks, etc., in the South than any other section of the country.

The wonderful prosperity of the South, coupled with the labor shortage and the fact that more cultivated or row crops are grown than in any other section, makes the South the biggest opportunity for big volume in all kinds of labor-saving farm implements. The southern farm papers can help you get your share of this business. A letter to any member of the association will bring you all the facts.

SOUTHERN FARM PAPERS' ASSOCIATION

PROGRESSIVE FARMER
Birmingham, Ala.
Memphis, Tenn.

SOUTHERN PLANTER
Richmond, Va.

SOUTHERN RURALIST
Atlanta, Ga.

MODERN FARMING

New Orleans, La.

FLORIDA GROWER

Tampa, Fla.

SOUTHERN AGRICULTURIST
Nashville, Tenn.

SOUTHERN CULTIVATOR
Atlanta, Ga.

You Have a
Standing Invitation to
Call and Inspect
Our Plant
and
Up-to-date Facilities

You will find upon investigation that we appreciate catalogue and publication requirements and that our service meets all demands.

We own the building as well as our printing plant and operate both to meet the requirements of our customers.

Day and
Night Service

The best quality
work handled
by daylight



One of the largest and most completely equipped printing plants in the United States

Printing and Advertising
Advisers and
The Co-operative
and
Clearing House
for Catalogues and
Publications

We assist in securing catalogue compilers, advertising men, editors, or proper agency service, and render any other assistance we can toward the promotion, preparation and printing of catalogues and publications. Our interest in the success of every legitimate business and publication prompts us to offer our assistance in every direction that appears practical and possible, and we invite suggestions with a view of making our service most valuable.

Catalogue and Publication

PRINTERS

ARTISTS—ENGRAVERS—ELECTROTYPERS

Make a Printing Connection with a Specialist
and a Large and Reliable Printing House

Business Methods and Financial Standing the Highest. Inquire Credit Agencies and First National Bank, Chicago, Ill.

OUR SPECIALTIES

- (1) Catalogues
- (2) Booklets
- (3) Trade Papers
- (4) Magazines
- (5) House Organs
- (6) Price Lists
- (7) Also Such Printing as Proceedings, Directories, Histories, Books and the like.

Our Complete Printing Equipment, all or any part of which is at your command, embraces:

TYPESETTING
(Linotype, Monotype and Hand)

PRESSWORK
(The usual, also Color and Rotary)

BINDING
(The usual, also Machine Gathering, Covering and Wireless Binding)

MAILING
ELECTROTYPING
ENGRAVING
DESIGNING
ART WORK

If you want advertising service, planning, illustration, copy writing and assistance or information of any sort in regard to your advertising and printing, we will be glad to assist or advise you. If desired, we mail your printed matter direct from Chicago—the central distributing point.

Proper Quality

Because of up-to-date equipment and best workmen.

Quick Delivery

Because of automatic machinery and day and night service.

Right Price

Because of superior facilities and efficient management.

Our large and growing business is because of satisfied customers, because of repeat orders.

We are always pleased to give the names of a dozen or more of our customers to persons or firms contemplating placing printing orders with us.

Don't you owe it to yourself to find out what we can do for you?

Consulting with us about your printing problems and asking for estimates does not place you under any obligation whatever.

Let us estimate on your Catalogues and Publications.

*(We are strong on our specialties
Particularly the Larger Orders)*

USE NEW TYPE

For CATALOGUES and ADVERTISEMENTS

We have a large battery of type casting machines and with our system—having our own type foundry—we use the type once only, unless ordered held by customers for future editions. We have all standard faces and special type faces will be furnished if desired.

Clean Linotype and Monotype Faces

We have a large number of linotype and monotype machines and they are in the hands of expert operators. We have the standard faces and special type faces will be furnished if desired.

Good Presswork

We have a large number of up-to-date presses—the usual, also color presses and rotaries—and our pressmen and feeders are the best.

Binding and Mailing Service

We have up-to-date gathering, stitching and covering machines; also do wireless binding. The facilities of our bindery and mailing departments are so large that we deliver to the post office or customers as fast as the presses print.

Rogers & Hall Company

Polk and La Salle Streets

CHICAGO, ILLINOIS

TELEPHONE WABASH 3381—LOCAL AND LONG DISTANCE



The Burial of Alibi Ike

ALIBI Ike, the punkest salesman of them all, lies buried in the grounds of the Todd Protectograph Company at Rochester. A gaunt white monument marks the place where Grave Mark Anthony consigned Ike to the hot regions, just as the last issue of SALES MANAGEMENT said he would. The flowers placed by the salesmen attending the convention of the Premier Club are faded and withered. Before snow flies doubtless there will be little weeds and grass growing over the spot, for the resting place of Alibi Ike will not be cared for, we are told. He is buried and forgotten. The forty salesmen who attended the burial "services" have gone forth to seek, not alibis, but orders.

After the funeral oration by Grave Mark Anthony at the graveside, a litany was sung from Alibi Ike's bible. Mark Anthony put the questions and the answers came from within the tombstone:

Q. Why didn't you get orders in the town of Podunkville?

A. The territory was all sold up.

Q. Why didn't you sell to Cyrus Slowpoke?

A. He has a machine which he bought only three years ago.

Q. Why did you let our competitor sell Hiram Tightwad?

A. The price of our machine was too high.

Q. Why didn't you make a sale to the new real estate concern on the corner?

A. The business is too small; they don't need check protection.

Q. Why didn't you cover the town ten miles away on Monday?

A. The weather was too hot.

Q. Why didn't you cover it on Tuesday?

A. The weather was too cold.

Q. Why didn't you cover it on Wednesday?

A. The weather was too wet.

Q. Why didn't you cover it on Thursday?

A. The weather and the town were too dry.

Q. Why didn't you cover it on Friday?

A. My car was out of commission.

Q. Why didn't you cover it on Saturday?

A. I was sick; besides, I never work on Saturday.

Q. Why didn't you cover it the next Monday?

A. My wife was sick.

Q. Why didn't you cover it the next Tuesday?

A. My mother-in-law was sick.

Q. And when you got there, why didn't you sell the leading citizen?

A. He was not interested.

Q. Why didn't you sell the next one?

A. His wife wouldn't let him buy.

Q. Why didn't you sell the next one?

A. My competitor beat me to him.

Q. Why didn't you sell the next one?

A. He was going out of business.

Q. And the next one?

A. His bank furnishes him with checks free.

Q. And the next one?

A. Local printers sell him checks for less than the price of *Protod*.

Q. And the next one?

A. He has a big supply of checks on hand.

Q. And the next one?

A. He uses safety paper.

Q. And the next one?

A. My G. S. A. fired me.

Q. Do you expect to get into heaven?

A. No; I am already in Hades.

Mark Anthony: "An alibi is a sale by the Prospect to the Salesman rather than a sale by the Salesman to the Prospect."

The Protectograph Quartette, clad in black and yellow gowns, then sang the funeral hymn:

Don't bury me with old Alibi Ike,

I want to keep away from that parasite.

When you bury the boob, plant him deep in the ground,

So deep that he will never be found.

And when I die, don't plant me 'neath the sod;

Just wrap me up in a piece of *Protod*.

Lay an "exactly" machine at my feet and my head,

And shred my name in black and red.



How many towns can one of your salesmen make in a day? The number can probably be increased, or the prospects in a town may be canvassed more thoroughly. It may take a rearrangement of sales territory boundaries or the plotting of a new path for your salesmen. A little planning with

Iliff Map and Tack Equipment

usually shows ways for salesmen to spend more time facing customers.

Selling organizations—manufacturers, jobbers—in all lines of business have for years followed Iliff recommendations in the selection of their map and tack equipment. We specialize in equipment for the Sales Department. If it is on a map we have it. We make maps by all known processes; in all sizes showing city, township, county and state lines as required. Wall maps, if you prefer them, mounted on three-ply veneer or compo board, on spring rollers or in space-saving display racks. Maps under glass for your desk. Map Tacks in twenty-four colors and combinations, including Clothed, Glassashed, Metalashed, Celluloided, Numbered and Lettered, Atlases of the United States and world.

A feature important in the installation of new map equipment is the famous Iliffinish. It enables you to mark on the surface of your maps with inks, paint or pencil. A damp cloth cleans the surface instantly for the recording of new figures.

Ask us to discuss your map problems with you. It entails no obligations. No map requirement is too large, too small or too complicated for our consideration. Send for the Iliff Catalogue.

John W. Iliff & Company
54 W. Lake Street, Chicago, Ill.

Sales Management

is the only publication in its field belonging to

Audit Bureau of Circulations

Gross Circulation
September Issue

7,100 Copies ABC

Advertising Rates

Full Page \$50

Half Page \$30

Rate Advances September 15



EDITORIAL

Don't Overlook Canada This Fall

The promise of bumper crops at record prices in Canada is something every sales manager should thoughtfully consider in connection with his plans for this fall and winter. If the crop forecasted materializes a good portion of it is sure to find its way over the border into the "States." When this wheat begins to pour into this country, and our gold begins to flow back into Canada, the present trade balance in our favor, amounting to \$125,000,000 will soon disappear, and the unfortunate exchange situation should begin to right itself. There are no better customers to be found than the Canadians. Next to the United States they have more automobiles per 100 population than any other country, indicating both wealth and the desire to enjoy the better things in life. The Canadians (Quebec excepted) speak our language, think as we do, and have the same likes and dislikes. Their purchases from the U. S. are steadily increasing, figures just published by Ottawa showing a gain of 30 per cent for the first six months of this year over the same period last year. There is no doubt but that this increase will continue, for the Canadians are a conservative people, slow to change a buying habit once it is formed. It is a market that once won will stay put, and may prove an excellent anchor to windward when domestic business gets squally.

In going after Canadian trade it is well to remember that the Canadians are a proud people who do not take kindly to barnstorming sales methods. There is too much of a "holier-than-thou" attitude on the part of most American concerns seeking business in Canada. They proceed on the principle that the Canadians can do business their way or not at all. Too often the Canadians choose the not-at-all alternative. The wise sales manager will build up his Canadian organization of Canadians, arrange to keep Canadian money in Canada, and put out a product for the Canadian market which meets its territorial peculiarities. The concern that is willing and able to do that can quite easily develop sales equal to 10 per cent of its domestic volume within a few years.

* * *

Training a Salesman is Like Raising a Child

One of the shortest things known to man is the memory of a salesman for rules and regulations. It is so convenient to forget, and then, of course, there is always the chance that he can "get away" with it. You carefully explain to your men that they must send back a report every day. They listen patiently, thinking the while about how much they ought to jump the Honktown Emporium this trip. They pocket their

expense checks, shake hands and depart. Do they send you that daily report? They do not—not many of them anyhow. You might as well tell that six-year-old offspring of yours to stop eating candy, and go off and leave a box open on the table. About the only time a veteran salesman will send in a report is when orders fall off and he conceives the brilliant idea of substituting reports for orders. To get salesmen to send in reports, or to do any other thing that does not suit their fancy, requires heroic measures. It won't do to tell a man a thing once and expect him to remember it for the next ten years. You have to keep repeating it to him every few months—the same thing in a new dress. More important still you have to burn the thought deep into his brain with a branding iron of ideas. Here is where the real sales manager shows his ability. He knows the value of lasting impressions. Instead of telling his men not to let "leads" lay around before running them down, he will get some sales manager friend to do a little detective work and test salesmen in various territories. Those salesmen who have the put-off habit will thus be caught red handed with the goods, and the danger of procrastination will be ever before them. In the same way you will impress the value of wasted time on your salesmen as Mr. Patterson once did, by figuring out how much money a man loses for the company during a year through half-hearted work, and then confront the man with a pile of real money representing that amount. Those were the days when gold was obtainable from the banks, and when the salesman had finished counting the "lost" money he had a mental association of the ideas "gold" and "time" that he never forgot. We best remember facts that make a picture in our mind, so the memory experts claim. Mr. Fish is an easy name to remember because it sets us thinking about Sleepy Hollow and the muskies, but Mr. Keraminski suggests nothing, pictures nothing, and passes out without registering. The same is true in getting over ideas to your men—telling them is not enough, paint a picture to go with it.

* * *

Blue Envelopes For Foreign Mail

Ronald Peck, of the Standard Publishing Company, Melbourne, Australia, writes us that 80 per cent of the letters coming from America to his concern carry insufficient postage. "In our mail yesterday," he said, "we had to pay on an average of 6 cents on 90 per cent of the letters in a large mail, including one letter from your company." This matter of underpaying foreign mail is a detail that should be attended to. Issuing instructions will not suffice. In the five o'clock rush to get the mail out some

COMMENT



foreign letters are sure to slip through. About as good a plan as we know of is to use a special colored envelope for foreign correspondence, or have the stenographer mark 5c on the envelope where the stamp is affixed. It is just such little carelessnesses as these that hurt our chances in building up foreign business. Our customers abroad naturally reason—if we are careless in small matters like putting on the right amount of postage we will be careless in larger matters—they can get the same thing in England so why take a chance." And they don't.

* * *

When a Side Line Is Justified

To the average sales manager the very thought of a side line is repellent. It conjures up visions of half-hearted work, neglected opportunities, divided interest and the rest of the things a sales executive is constantly fighting against. Yet there are times when it is wise, not only to permit salesmen to carry side lines, but even encourage them to do so. Here, for instance, is a case. An old established aluminum company found it becoming increasingly difficult for its salesmen to get an opportunity to put their proposition before the housewife. The moment the salesman at the door said "Aluminum," the housewife banged the door shut. She knew all about aluminum, had all she wanted, wasn't in the market for any more, couldn't afford it, good-bye. It occurred to the sales manager that if the salesmen (all of whom, of course, were on a straight commission) had some labor-saving specialty which would permit the salesman to go into the woman's kitchen to make a demonstration that the salesman would then be able to sell the housewife *right*. So he skirmished around and found a patent vegetable masher that saved most of the potato usually lost in hand peeling. More than that, it saved time, and did away with the drudgery of peeling potatoes, apples, etc. Investigation showed that the article had real merit, that it was a novelty, and that it had good money-making opportunities from a salesman's standpoint. So he got in touch with the manufacturers and volunteered to give them a list of his salesmen, so that they could write to each man and interest him in the article. Such a thing had been unheard of before, yet it proved good business. Immediately the salesmen began to turn in larger unit orders and more of them. As the wily sales chief had figured, the women were curious to see the new device work and let the salesman into their kitchen to demonstrate it. Once in the kitchen, the alert salesman found a hundred opportunities for bringing up the main purpose of the visit. Instead of selling only a pot or a pan, he was usually able to sell an "equipment" order. Not only that, but the salesmen

made more money, and became more satisfied with their work—an important point in a line where the turnover of salesmen is one of the big problems encountered. True, this is a rare case. It might easily have turned out disastrously to the aluminum concern—but it didn't, proving again that it's a poor rule in selling that can't be made to work both ways.

* * *

Hiring Away Your Customer's Best Men

A well known sales manager, who is making a great many changes in his selling staff—anticipating squally weather—, tells us that he is recruiting his new men from the purchasing departments of his present customers. "During the next five years," he said, "a salesman, to get the business, has to know his proposition from soup to nuts. He not only has to know everything we can tell him about the line, but he has to have the point of view of the large buyer, and the competitive conditions surrounding the placing of an order by a purchasing agent. There is only one place to acquire such knowledge, and that is by having been on the other side of the fence and actually having bought our line, in competition with others." It is not hard to understand how a man with such a training would make a good salesman, if the other qualifications were there, but it is a serious question as to whether it is worth while jeopardizing the business of a dozen or two big buyers, just to add a few more salesmen to the force. Questioned as to this, our friend said that he had never yet lost a customer by reason of having hired away his buyers. "Like anything else," he said, "it is simply a matter of salesmanship. When I decide that a certain buyer has the makings of a good salesman, I go to the highest official in his company and tell him that I assume it is his policy not to stand in the way of his men's success. He usually assures me that such is the case; in fact, he prides himself on his disposition to help a man succeed, even though his own interests suffer. I then tell him that I believe the man I have in mind is a square peg in a round hole. I outline the future that I have to offer him in a sales capacity and contrast it to the future that lies before him in the purchasing work he is doing. Occasionally, I get turned down or put off, but, in eight cases out of ten, I get a good salesman and hold my customer."

* * *

This issue marks the close of the second year of publication for *SALES MANAGEMENT*. Beginning with the next issue the magazine will appear in a new dress, and considerably improved both in quantity and quality of editorial material. We want to take this occasion to thank our readers for the generous support accorded us during the past year, and promise for the year to come a publication that will be even more useful.

"I wouldn't have the nerve to say that to him but I'd like to!"

If he's worth \$500 or \$5,000 more to you from reading this book, perhaps you'll call this the most profitable advertisement you ever read, bar none.

From your standpoint and mine the real title of this book is punk—"PSYCHOLOGY AND THE DAY'S WORK," by Edgar Swift. That's explained in the book, too, which illustrates the stupidity of our prejudices. As far as we're concerned, the title of the book ought to be "FRESH BRAINS MEAN BIGGER SALES."

After 50 pages you'll wonder why all sellers don't resort to Wallingford methods, and why the public doesn't fool itself all the time. It's a dangerous book for an unprincipled seller to get hold of. But you, as an honest seller—well, put it this way—just send me \$2.25 for a postpaid copy with the clear understanding that if you decide a knowledge of its contents won't increase your sales, you get your money back. Use or copy the coupon.

E. M. DUNBAR,
1913 Rowena St., Boston 24, Mass.

For the enclosed \$2.25 (in any form) send me postpaid "Psychology and the Day's Work"—money back on request.

Name
Address



The DIRECT-MAIL "HOW"
is answered in this monthly journal of direct-mail advertising. Articles from those who have had practical experience with letters, booklets, circulars, envelopes, etc., are presented. How to Write Letters that \$1.00 Win; How to Collect Money by a year Mail; How to Conduct a Real Mail Order; How to Use the Salesman—these are the subjects covered. If you want to keep abreast of the latest in direct-mail work—if you want the biggest dollar's worth you ever bought, send your subscription NOW.
MAILBAG PUBLISHING CO., 1800 E. 40th St., Cleveland, Ohio

RUTHRAUFF & RYAN
INCORPORATED
ADVERTISING
404 FOURTH AVE. at 28th ST., NEW YORK
CHICAGO: 30 NORTH MICHIGAN BOULEVARD
BALTIMORE: 209 NORTH LIBERTY ST.

POSTAGE
The 25c monthly magazine that tells how to transact business by mail—Advertising, Selling, Collecting, Catalogs, Booklets, Circulars, Letters, Office Sys ems, Money Saving Ideas. Since 1916 the official magazine of The Direct Mail Advertising Association. 6 months \$1.00; 1 year \$2.00.
POSTAGE • 18 East 18th St., New York City

18 Ideas in Every Issue
Send 25 cents for one year's subscription to **SELLING AID**—with 72 business-winning plans for stimulating sales, following-up—to aid salesmen, help dealers, get mail order results, collect—ideas for letters, house organs, bulletins, enclosures, postcards.
Proofs of new advertising cuts free!
Selling Aid 634 Sherman Street, CHICAGO

Personal Items



This corner has been set off to keep you informed of the movements of your friends and co-workers in the sales field. Help us to make it complete by sending in such personal items—especially new appointments—as you think would be of interest.



After serving the Columbia Graphophone Company for six years, LAMBERT FREIDL, manager of the Warren street branch in New York City, is leaving the company, and after an extended vacation will announce his new connection.

D. W. CAULKINS, who resigned as general sales manager of the Iroquois Manufacturing Company, Cleveland, is now assistant general sales manager of the Arco Company, manufacturers of paint and roofing specialties.

LOUIS G. BROWN, for several years sales manager of the Niagara Electric Service Corporation, Niagara Falls, N. Y., has resigned to take an executive position with the Kansas and Gulf Company, oil developers.

L. E. FISHER, formerly advertising manager of the General Fireproofing Company, Youngstown, Ohio, has been made director of sales for the Toledo Metal Furniture Company, Toledo.

The Frank H. Stewart Electric Company of Philadelphia, announces the appointment of Roy W. GROSSETT, formerly purchasing agent, as assistant general manager; GEORGE H. CARNELL, sales manager, and EDWARD MAIER, assistant sales manager.

JAMES E. HAAB, formerly factory representative for the Rubber Produce Company, Barberton, Ohio, manufacturers of Stronghold tires, has been promoted to northwest manager with headquarters in Minneapolis, Minn.

The Lackawanna Steel Company announces the following changes in its organization due to the death of its former president, CHARLES H. McCULLOUGH, JR., and the resignation of CHARLES R. ROBINSON, vice-president in charge of sales; GEORGE F. DOWNS, president; HENRY H. BARBOUR, vice-president in charge of sales; THOMAS H. MATHIAS, vice-president and general manager, and ARTHUR J. SINGER, vice-president.

HARRY A. RASELEY has resigned as sales manager of C. E. Johansson, Incorporated, Poughkeepsie, N. Y., manufacturers of gaging tools, to become export sales manager for the Nordyke Marmon Company, Indianapolis. Before joining the Johansson organization, Mr. Raseley represented the General Motors Corporation in the export field for a number of years. LAWRENCE G. SPEALMAN, who has been the Johansson representative in Michigan for the past year and a half, will succeed Mr. Raseley as sales manager, and Mr. Speelman will be succeeded by JOHN K. MURRAY, a member of the sales organization at Poughkeepsie.

At the annual meeting of the Sales Managers' Bureau of St. Louis, Mo., HARDEN H. FITTS was re-elected chairman and ARTHUR SHERWOOD, sales manager for the Morton Salt Company, was elected vice-chairman.

The New York Sales Managers' Club, at its last meeting, elected C. J. KIGER, president; FOWLER MANNING, vice-president, C. H. ROHRBACH, secretary, and J. GEORGE FREDERICK, treasurer.

A. L. WOODWORTH, secretary of Thomas J. Lipton Company, Incorporated, in charge of sales and advertising, is at present acting general manager, THOMAS H. GRAHAM having resigned and sailed for Europe.

A. C. RIDDELL, Pacific coast sales manager for manufacturers of hardware and automobile accessories to the jobbing trade only, has secured the services of EARL JONES, formerly with the Whiton Hardware Company of Seattle. Mr. Jones will take charge of his San Francisco office and handle the trade in northern California, Oregon and Washington.

AUTHUR BOOTH, formerly sales and advertising manager for the Beechnut Packing Company, and more recently connected with the advertising agency of Botsford, Constantine & Tyler of Portland, Oregon, has been made vice-president in charge of sales and advertising for the Phez Company, Salem, Oregon.

One of the original members of the Bluebird Appliance Company, St. Louis, Mo., L. B. DUNTLEY, has resigned as general sales manager and is now sales manager for the Black Swan Company of Minneapolis, manufacturers of electric light and power plants for farms.

EUGENE E. SMITH has been appointed sales manager of the Ajax Electric Company of Jersey City, N. Y., having formerly been connected with the Metropolitan Electric Manufacturing Company, Long Island City.

CHARLES W. MATHESON, the new acting general sales manager of Dodge Brothers, Detroit automobile manufacturers, is a man of long experience in the motor car industry. Before joining Dodge Brothers about six years ago, he had manufactured a car of his own. He has served Dodge Brothers as a district representative, in which capacity he helped form the present strong dealers' organization, and for the past five years has been director of service. G. H. JENNINGS, district representative in New York, succeeds Mr. Matheson. J. E. FRENCH, the San Francisco district representative, has been called to the home office to become supervisor of districts.

When you think of advertising what's your first thought?

If it is "copy"—that's where you are wrong.

If it is the illustration and description of your product—you're wrong again.

Just because it *is* the "copy" which finally appears before the eyes of your public, and because "copy" *is* the big tangible thing your money buys—those are the very reasons why it should be considered last—not first.

The things to decide first are:

What may be the most profitable method of selling your merchandise.

Then, whether advertising can be profitably employed to sell it.

And when you and your advertising agent are sure of the

soundness of your selling policy it is then time to decide:

Where the product may be best advertised.

When it is the best time to advertise it.

And, finally, *what* to say and how (which is the "copy.")

All of which is one way of saying:

That we play fair with ourselves and with our clients by insisting upon a thorough acquaintance with the selling end of our clients' business—

That we are free to co-operate in a logical selling plan before getting at the "copy."

And because we work that way is the real reason why you pick out our "copy" as the kind you'd like for yourself.

HANFF-METZGER

Incorporated

Advertising Agents

Jos. A. Hanff, President

Geo. P. Metzger, Vice President

95 Madison Avenue, New York City



Philadelphia

The Third largest market in the U. S.

The announced population of the city of Philadelphia, 1,823,158, is an increase of 17.7 per cent over the 1910 figures of 1,549,008. This is an average growth among cities, about equaling that of New York, and somewhat exceeding that of St. Louis and Boston, but it does not express the exact conditions in Philadelphia, whose rapid development industrially and commercially, of late years, warranted the two million estimate freely made. The population increase is there.

Philadelphia, it is well known, is not as compactly built as other large cities; it is a city of homes with ample breathing space, and with an older population not easily compressed. Philadelphia, therefore, houses her increased population in the fast growing suburbs which surround her, so that the workshop and market place called Philadelphia finds homes for its three million people in an area far more extended than the political boundaries of the city corporation.

Building goes steadily on round and round Philadelphia, and the question of extending its boundaries, as other cities do, to identify themselves with their urban territory, is becoming more important.

The Philadelphia market today represents the largest and most compact territory to be covered by a single advertising medium—the field of the Philadelphia Evening Bulletin, which dominates this great territory with its almost half million daily circulation.

The Advertising Age, July, 1920.

Dominate Philadelphia

You can at one cost reach the greatest number of possible consumers in the Philadelphia territory by concentrating your advertising in the newspaper "nearly everybody reads"—

The Bulletin

Net paid average circulation for the six months ending April 1, 1920, as per U. S. Post-Office report: 466,732 copies a day



No prize premium, coupon or other artificial methods of stimulating circulation have ever been used by The Bulletin

Every year Philadelphia makes enough carpet to encircle the globe.

When You Finally Get Him in the Sample Room

By a Jobber's Salesman

This article was inspired by an editorial in our July issue entitled "More Sales with Fewer Samples." It gives the salesman's point of view. Incidentally there was an error in this editorial regarding the cost of operating a sample trunk. The figure used is \$1,390, as given in the minutes of the Sample Men's Association. This figure is too high, we are told—\$300 a year being more nearly right. The same article seems to have left the impression Finch Van Slyck & McConville cut down their entire line to one trunk. This is not the case. Several trunks were reduced to one, but the line calls for several trunks outside of that.

NOT so very long ago I had the pleasure of sharing a large sample room with a salesman for a very large and well known drug jobbing house. They "carry" most everything that is sold in the modern drug store, from house paint to rat poison. His "line" was carried in three large trunks, and a good half day was required to unpack and arrange it around the various display tables.

This particular salesman had not been in this line very long, although he was an experienced salesman, and was familiar with a great many of the items in his varied line. He had the idea that it would only be necessary to get the druggist in the sample room, and then proceed to sell him an order "as long as your arm" as he expressed it.

The display was really bewildering. It reminded me of a three-ring circus. You simply couldn't see it all in one trip. I certainly did not envy him, and although I have often thought it would be nice to carry a "trunk line" and not have to sell my customer while he was wrapping up a bar of soap, and serving a soft drink, I certainly didn't crave his job of packing and unpacking all that merchandise, and then having to sell dozens and dozens of items to round out an order of any considerable size.

It was "Old Stuff" to the Buyer

I was present when his first customer appeared with him. Instead of being dazzled by the magnificent display of "red hot sellers" the druggist appeared bored. It was an old story to him. Like the girl who worked in a candy factory he had lost his appetite, so to speak. The customer simply wouldn't wait and listen to any selling talk on any single item. "There's only a few things I need, what's your price on so and so?" By the time the price was quoted he had passed on to something else, and soon he had looked over the entire line, and only ordered a few hot water bags, and some finger nail buffers, and a supply of chill tonic which the jobber advertised extensively under his own private label, which was practically staple in this territory. Before the salesman knew it the interview was over. Half a dozen good items remained forgotten, he was astounded at the smallness of the order. Yet the situation seemed to be beyond him, and the druggist departed without having bought enough "to pay for my dinner" as the salesman expressed it.

There were five other druggists in the town, and although he did manage to sell one a fair sized order, none of them came anywhere near buying all of his requirements until the salesman would visit him again. Here was a situation that should be remedied. The line was all right, the prices in line, and the house well known.

The salesman talked it over with me and I ventured the opinion that too much merchandise was in view. "If half this stuff were in your trunks and out of sight I think you would be better off" was my candid opinion, expressed with a vehemence that impressed him.

So he set about to rearrange his entire line. Only the most attractive items were displayed. The commonplace items, the everyday, plain, unattractive items were set aside, and the displays grouped together as they would be in a modern store. But only the best of each line was allowed to show. Space was left between each exhibit so that the druggist would not be tempted to look at two or three different lines at one time.

Assortment Selling Lessens Mental Effort

One or two of the druggists were induced to return to the sample room to "look over some specials that I forgot to show you this morning".

This time results were far better. They noticed the difference altho they did not realize it. Many attractive looking items caught their eyes that had been entirely lost in the confusing array of the first display. Those items that were furnished with display cartons, or on display cards were featured. Several attractive assortments of toilet articles were grouped together, and a price named for the assortment. Although the price was not cut, it was easier to sell a "shipment" than to sell it item for item. In other words the salesman did part of the thinking and buying for the customer.

Although it was impossible to induce all of the druggists to make a second trip to the sample room those that did come more than bought enough to pay for the trouble. I noticed that when the trunks were packed one of them remained behind. "Store this away until I come back again" were his instructions to the hotel porter. The items that he left behind were so well known that samples were unnecessary—they could

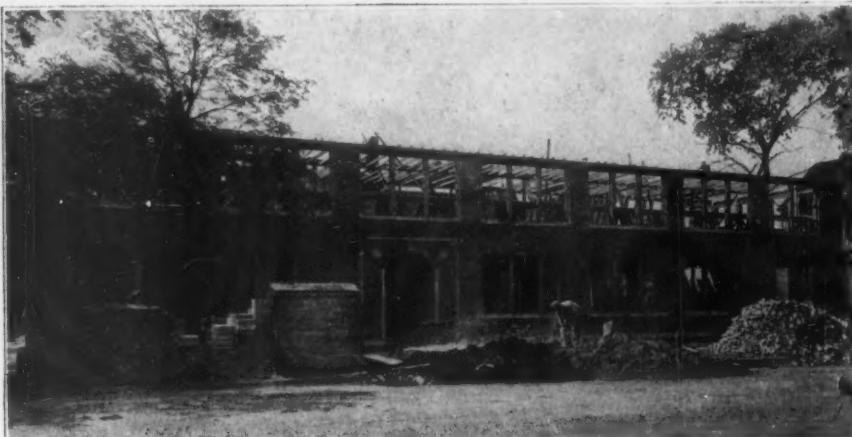
be sold by description or from a price book, but they took up so much room, and distracted so much attention from the more profitable items that they killed business.

If business is dull, this salesman now takes an armful of items that he is particularly anxious to sell and visits the stores and specializes in these items for the time being. In this way he manages to never leave a town without having sold an appreciable amount of stuff.

Many other lines can be cut down, thus saving excess baggage, salesmen's time and energy, and more important still, actually increase sales.

He Only Had Pictures With Him

A salesman for an undertaking supply house had called on a certain undertaker for several years without any results. He always was cordially received, and as a rule displayed his line, but never scratched his order pad. One trip he determined to get some business or forever end his relations with that undertaker. He left his sample case at the hotel. A book of photographs of hardware and trimmings in his pocket was all the "line" he had with him. After the usual greeting he told the customer in a good natured way that he didn't bring along his case because he didn't suppose that he would need it. "I've been calling on you and trying hard to sell you for years, but you've never given me a bit of business, so I merely dropped in for a social visit and to say hello." They chatted for a moment about business, and the salesman mentioned selling quite a nice order of casket trimmings on this trip. The customer showed interest. "Well I might need some of your stuff, if you had your samples with you", he ventured, apparently ashamed of the fact that the salesman had been calling so long without business, and at the same time showing just a trace of obstinacy as a result of the salesman's not bringing along his case. "Don't need any samples—just happened to remember that I have this book of photos, yes they are actual hand colored photos, showing an exact likeness, and the proper finishes. You can easily make your selection from this." The opening wedge was entered and although the first order was small, this salesman has managed to develop this customer into a profitable one by the simple means of leaving his samples at home, and teasing the buyer a bit.



New Home of The Dartnell Corporation Now Being Erected on the S. W. Corner of Leland and W. Ravenswood Avenues, Chicago

We're Getting Ready to Move Again!

Out in Ravenswood, ten minutes from the heart of Chicago, they are building a new home for The Dartnell Corporation. When completed it will be the only building in the world given over exclusively to the work of helping sales executives solve their many problems. It is an indication of the growing interest that sales executives are taking in each other's work; clinching proof that the day of "every-man-for-himself" sales management is past.

The new building, to be ready November 1st, will give us four thousand feet of floor space. It will enable us to do many things toward the betterment of our service which our present cramped quarters have not permitted. For one thing it will enable us to better organize our vast files of sales management data so that we can be of even more help to subscribers confronted with specific sales problems.

When we move into our own building it will make our fourth move in five years—doubling our office facilities at every move. In our new quarters The Dartnell Corporation will employ a staff of close to fifty people, all of whom will specialize on just one thing—helping the sales departments of American and Canadian business houses to bigger accomplishment.

Is Your Company a User of the Dartnell Monthly Service?

Even though you do not need a service of this kind to keep you informed as to what other sales managers have found out and are doing, you should get the Dartnell Service Data for possible future use when you may sadly need it. It is a service that is just as essential to a well managed sales department as Dun or Bradstreet's reports are to a well-managed credit department.

Concerns like The National Cash Register Company, Alexander Hamilton Institute, Chicago Tribune, Swift & Company, United Drug Company, F. A. Patrick & Co. and 1,100 others have taken the service year after year. Let us send you new booklet, "How 1,100 Concerns Back Up Their Sales Departments," giving more information.

THE DARTNELL CORPORATION

Publishers to Sales Managers Since 1915

223 West Jackson Blvd.

CHICAGO, ILL.

A sample case just naturally scares many a buyer. He has visions of spending a half hour listening to a salesman dilate on his line. Although it may be vitally interesting to a salesman, and he may simply love his line, the buyer is not nearly so interested. Just let a salesman step in with a sample in his pocket or in his hand and suggest that it is something special, or new, or a particularly big seller and the merchant is much more apt to listen with interest.

While I am writing this a fruit peddler is driving past my window screaming at the top of his voice "strawberries, strawberries, strawberries." Yet I look out the window and see that his cart is loaded with carrots, potatoes, lettuce, and all kinds of vegetables. I suppose he has learned from experience that there is a great deal more attraction to strawberries than other more commonplace vegetables, so he depends on the strawberries to get the women out to his truck, and his salesmanship to sell the other vegetables that they may need.

In these days of high costs of travelling the sales manager who takes a hint from the mail order man and uses pictures and well written descriptions in place of bunglesome sample lines, and trunks enough to transport a circus is going to be the man who keeps his cost per call within reason and shows the biggest profit at the end of the season. Photographs can be gotten up in attractive portfolios, mounted on linen or cloth, and in a handsome leather cover so that they really serve the purpose of actual samples. The photos can be colored by hand for a slight additional charge, thus at times making the pictures even more attractive than the merchandise itself.

Fewer Samples Mean More Orders

The fact that many firms are successfully cutting down their sample lines and increasing sales can be proven by interviewing almost any manufacturer and dealer in baggage and travelling goods. Several trunk stores were visited recently and all of them reported a falling off in demand for the larger trunks, but a heavy increase in business in brief cases, portfolios, and hand luggage, thus indicating the trend of the times.

The effect of cutting down the size of sample lines on the salesman is interesting to note. He has fewer items to sell, so he studies them more carefully, and soon is better acquainted with his line. Knowing that he must keep up the volume on fewer items he is sure to spend more time in digging out the real meat of the selling facts on each article. He becomes a keen merchandiser, and with fewer items to keep in his mind works these few items much harder than the old line containing many more articles. Instead of selling a little of everything he concentrates and sells large orders of the best sellers, thus preventing loading up a merchant with a lot of slow movers. Then it keeps out competition. If a merchant looks over his stock and finds ten gross of a certain article he is not going to buy from a competitor, and divide the business. He is going to sell that item first.



Right About! Face!

Not long ago the manufacturer of a new household article of real merit (but not a new invention) wanted quick big-factory-output.

He invested \$70,000 in a national advertising campaign.

16,000 new distributors were secured.

The sales to these 16,000 new distributors are said to have totaled less than \$10,000.

Then the advertising agency came to the rescue. "Your product is highly competitive," said he. "You must try to storm only as many citidals as you can hold. Let's divide America into zones, secure adequate distribution and do adequate advertising in only a few zones simultaneously. Not bite off more than we can both chew and digest!"

It took only two or three years for this real advertising agent to make his educated client a national success.

Have you any doubt as to whether the newspaper is the safe and sane as well as the only high-powered get-there-quick vehicle for national advertising?

Start your zone campaign with the biggest and the most profitable market. Then radiate.

Ask us WHY NEW YORK FIRST.

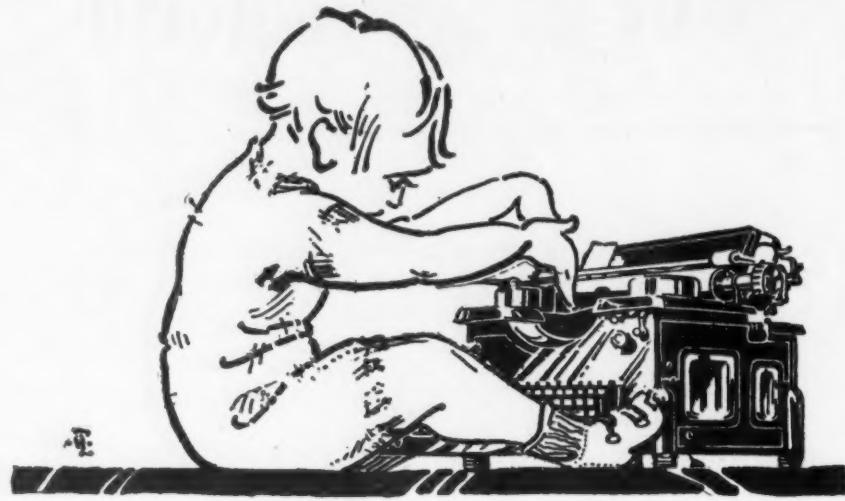
THE NEW YORK WORLD'S MERCHANDISING DEPARTMENT

Mallers Bldg., Chicago

Pulitzer Building, New York

Ford Bldg., Detroit





Dear Mr. Borden & Co.

dad says if it wasnt for Typewriters, you couldnt do business - nor anybody else, hardly. and daddy's typewriter is saving Lots ofmoney for Big business men sothey must like dad Alright. He sed something funny tome once - "if it wasnt for eagle brand milk you wouldnT be here, chip O' the ol block!" I dont know what he ment, but grandma says daddy lived on eagle brand for a Long time when he was little, cause he couldnt eat nothingel se. My mamma didnttake any cha nces with me, so I'VE been taking eaglebrand for, oh, long as i can remember. I liked it too, and often when i'm out i hear folks say "some kid!" And mamma tellsthem i'm an eagle brand baBy. If eaglebrand is as GoD for babies as daddy's type writers are for big firms, then i quess there must be as many eagle brand babies as There are type writers.

YOURS
Jack

Send for these two booklets: "The Message of the Months", and "Baby's Biography". Free for the asking.

THE BORDEN COMPANY

Borden Building, 108 Hudson Street
New York

What Is a Competent Sales Manager?

A sales manager recently was discharged for not making good. His contract had a year to run. When he was let out he at once instituted suit against the former employer for the salary coming to him on the contract. The employer on his part set up the contention that he had represented himself to be a competent sales manager which he was not. The court's decision hinged on just what was a competent sales manager. Here is the opinion of one of the experts consulted. What do you think?

SUPPOSE you were to be summoned into court as an expert on sales management. You are asked to define the qualifications of a "capable" sales manager. What would your answer be? Ten to one you would say: "A competent sales manager is one who gets the business. That is what he is hired to do, and the measure of his capability is how far he succeeds in doing it."

Very good so far as it goes, but it doesn't go far enough. A keen-minded lawyer, sitting at the table making notes, jumps to his feet. He points out that even though the concern's sales show an increase during the term of the sales manager at the bar, it should be remembered that the business increase for the time of his employment was not an increase at all, but merely the result of price advances. "I have here," he shouts, waving a typewritten sheet, "a statement which I would like to enter as an exhibit that shows, with allowances made for the increased prices and the normal increase in business which would come with or without any sales manager, that the sales of this business actually suffered a loss during the period in question."

The attorney for the plaintiff can't let this get by. He points out, more or less tactfully, that the venerable attorney for the other side is suffering from a vacuum in the head. Of course, the court will appreciate that when you ask twice as much for an article of commerce that it is three times as hard to sell it. And then, getting under momentum, he launches off into a long discourse as to whether or not there is such a thing as the normal increase in any business, coupled with a left-handed argument that sales management is not a science at all and that inasmuch as experts are only permitted to testify on a question of science, he can't for the life of him see why the judge should waste valuable time listening to someone else's opinion when he has such a wonderful brain himself.

The court admits the wisdom of the remark pertaining to its reasoning powers. The thought begins to circulate that perhaps it is another case of a big soulless corporation's running a steam roller over a helpless employee. "Well," thinks his honor, "guess I'll take a hand in the game myself." Shifting his quid from left to right, he leans over toward you.

"Mr. Witness, I want to ask you a hypothetical question which you will answer. Suppose you employed a sales manager. Suppose further that during the period of one year your company's sales remained stationary. Suppose still further that during that time several salesmen became dissatisfied and left the company. These salesmen have testified that they left because they could not get along with the sales manager. Suppose during that time that no new salesmen were employed; that no new sales plan was inaugurated; that nothing was done that hadn't been started

higher on his fine legal nose, and fixes his eyes on you. Well, the court has asked you the question. What have you to say, Mr. Expert?

"Well, your Honor, that is a very difficult question to answer."

Having spent two whole days in court waiting for your turn you have absorbed the first rudiments of legal training, which is never to acknowledge anything, never admit anything, nor ever say anything—just talk. You are going to talk. What are you going to talk about?

Here is what one expert said under somewhat similar conditions. Do you agree with him or not?

1. He must be able to lead and inspire his salesmen. Like the leader of a military organization, he must be able to study the peculiarities of the men under him, and win their confidence. Having won their confidence and loyalty, he must be able to inspire them to maximum effort. The measure of true leadership is reflected in the ability of a sales manager to get his salesmen to forget their desire for personal honor and put the honor of the team first.

2. He must know where and how to get the kind of salesmen who will prove successful in selling his product and carrying through his plans. He must be familiar with the scientific methods now generally used in the selection of salesmen so that the right kind of men will be employed; that is, men who can be developed into successful business getters under the sales manager's tutelage.

3. He must understand the scientific allotting of sales territories and the methods of fixing sales quotas and sales tasks. He must understand the principles of intensive working of sales territory, so that his salesmen will not only get the business which would normally come to the company by virtue of the good-will units established in that territory, but so that he will also get the business which his com-



When the sales of Kirsch curtain rods began to outpace production the salesmen were brought into the factory to work alongside the regular "help." The salesmen jumped into the work with so much "pep" that it wasn't long before production was almost doubled as a result of the spirit of rivalry between the sellers and the makers.

by an official of the company. Under those conditions would you say that the sales manager was competent or incompetent?"

The judge stops a minute to frown at some rude person in the back benches who made a noise suspiciously like mirth. He frowns a bit at the attorney in front of him who was undecided whether to get up or sit down. He adjusts his specs a notch

pany should have but up to the present time is not getting.

4. He must appreciate the relationship which the sales department has to the credit department, the production department, the advertising department and the other departments of the business, so that his work can be co-related to the work of these departments and the good of the entire business advanced.

5. He must be what is known as a "co-operator." He must be salesman enough to sell his ideas and personality to those associated with him in business, so that their full support will be assured.

6. He must have the ability to express himself forcibly and clearly on paper as well as in conversation, inasmuch as a sales manager is dependent on correspondence to transmit his ideas to his salesmen on the road and the trade in general.

7. He must be informed regarding the peculiar conditions which affect the marketing of his line, as well as the methods

being developed by concerns in all lines of business for circumventing the problems that confront him.

More Price Declines

"Private price reporting agencies now confirm the information received from many foreign and some domestic price investigators that a price recession of marked proportions has been in progress during the past month," says the New York *Journal of Commerce* of August 2. "The Bureau of Labor Statistics at Washington is about the only agency that has attempted to rebut the evidence pointing to price decline, and its statistics have suffered thereby in popular estimation because of their evident variance from all other sources of information. Whether because of the long postponement of the time when these figures become known to the public so that they are unduly behind and hence obsolete, or because of the fact that the list

of commodities used by the bureau is so largely 'loaded' with items that tend to obscure tendencies in manufactured goods, it would be of no use to inquire at this moment. The point is that all price reporting agencies have been showing a fall, that the most recent returns confirm it, and that the bureau is apparently slowly coming into line.

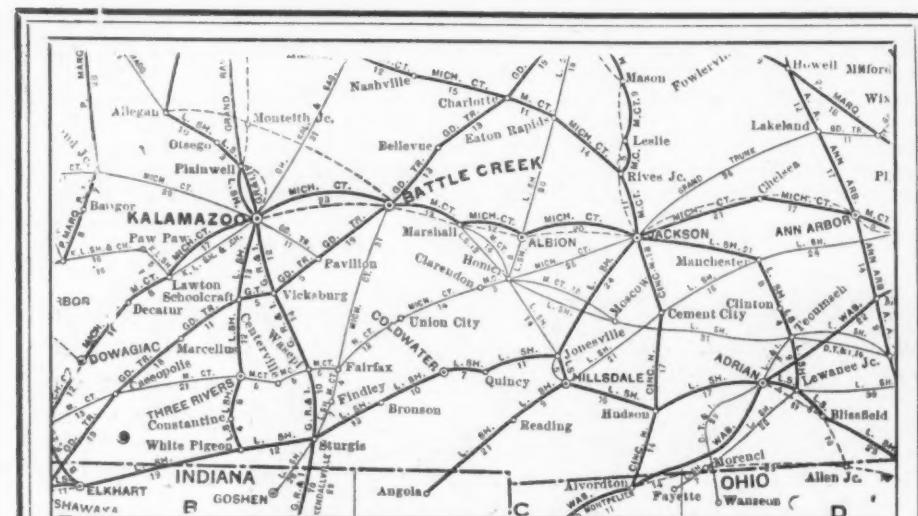
"It is earnestly to be hoped that the decline of price will continue and that it will be moderate and steady. It must be kept from degenerating into a helter-skelter movement only to be offset at later date by reaction which would throw the level back perhaps to its old height. What is needed is slow, orderly deflation, which will result in giving to the consumer the full value of his money and at the same time enabling the manufacturer to readjust his affairs to the new basis without undue suffering. Such a revision of prices it is entirely possible to effect, and there should be no effort anywhere to resist it. There have been indications for some time past that associations of producers were discontented with the price situation and would do what they could to hold it in check. Some have apparently contemplated the use of rather extreme methods looking to that end. Schemes of such a sort cannot, however, succeed. They must be expected to fall of their own weight, probably with injurious effects upon those who undertake to sustain them. The advance of prices cannot be indefinitely continued. A time must, in the nature of things, come when there will be a revision. The sooner such reorganization occurs, the better for all concerned. Price reductions have now started, and the sooner all industries accommodate themselves to the situation and try to bring about a better and fairer adjustment of values, the sooner will business in all lines fully revive."

"SALES MANAGEMENT is brim full of news and suggestions, and best of all, easy to read and understand." Gordon L. Block, The Block Co.

Retail Association to Form National Federation

A movement of far reaching significance is now under way in the retail field. Representatives from five of the largest retail organizations met in New York a few days back for the purpose of bringing about a national federation. The associations represented were the National Retail Dry Goods Association, the National Garment Retailers Association, the Retail Millinery Association, the National Association of Retail Clothiers and the National Shoe Retailers Association. In the field of organized effort to overcome store problems there are several groups restricted to certain stores. Such is the Retail Research Association, made up of leading stores in different cities. These institutions are non-competitive, and consequently they can afford to exchange the intimate details of their businesses. Group buying is also done at attractive price savings, the manufacturers offering special discounts for quantity purchases.

Another combination similar in character is the Affiliated Retail Stores. This combination is said to represent a buying power of nearly \$200,000,000 a year.



Showing
Partial
Reduced
Section of
Michigan
Map

Note:—DISTANCES between towns are indicated by figures.
Towns having population of 25,000 or over are indicated by heavy cap. L. a.
BATTLE CREEK.
Towns having population of 5,000 or over are indicated by cap. L. a.
DOWAGIAC.
Towns having population of less than 5,000 are indicated by small letters
L. a. Paw Paw.
Main lines of railroads are shown heavy, thus—
Interurban trolleys are shown by broken lines, thus—
Suggestion to Travelers: Enlarge with ink the circles showing the location of towns
to be covered; the most available route will immediately be seen.

Passenger Rates are Increased

It is now more important than ever:

- To route your sales force economically.
- To plan a consistent sales-campaign.
- To know your present and potential sales-territory.
- To check traveling costs.

BLUM'S "SALESMANAGERS' ATLAS"

makes these problems easy. No pins,
no yarns, no cards—simplicity itself.

PRICE COMPLETE:

Linen paper, \$20.00. Lacquered surface paper, \$40.00.
Ask for Catalog F.

The lacquer permits marking in any color, and erasing without injuring surface of paper.
It eliminates the expense and space requirement of a pin cabinet.

BLUM MAP COMPANY
7 West 29th Street New York City

*Purchase a pocket edition of our individual State Maps from your local
stationer. Price 25c each.*

“Snappiest Little Sales Bulletin I Have Ever Read”

Let us Send You a Sample Copy Free



Gentlemen:-
Received in this morning's mail your pamphlet entitled, "SALESOLOGY." I have read every word of it and must say that this is one of the snappiest little sales bulletins I have ever read.

I want you to be sure to put my name on your mailing list so I will not miss a single issue, and mail me invoice covering charges, whatever they may be.

Yours very truly,

John D. Loughery

What Would a Sales Manual Add to Your Volume of Sales?

It has been proved beyond a doubt that concerns using a Sales Manual have a distinct advantage in the matter of breaking in new salesmen.

To the experienced salesman it also means a ready book of reference in the best methods of selling his line. A Sales Manual in the hands of your salesmen will add to their all-round efficiency because it will eliminate any uncertainty in the salesman's mind in regard to his line or the policy of his house.

We are specially qualified and equipped to prepare a Sales Manual for your organization. For full particulars check the Coupon.

Read what Mr. J. D. Loughery, Sales Manager for the Chas. W. Bauermeister Company, Terre Haute, says about the first issue of SALESOLOGY in the letter to the left. Over 1,500 Sales Managers and Executives have written and complimented us on this snappy, live little magazine. We want you to look over a copy and see for yourself why those who have read copies of SALESOLOGY like it so well—why so many concerns are ordering quantity lots to distribute to their salesmen. Just check the coupon below for a sample copy.

Do You Need Salesmen?

No Charge to You or to Our Members

Without any cost or obligation we will be glad to place you in touch with any number of salesmen you may need. There is no charge for this service either to you or to those we recommend. Hundreds of the best known concerns in the U. S. and Canada are using this Service with great satisfaction. We have Members of all types, nationalities and experience ready to step into sales positions. The average age of our Members is 29.

A Plan to Increase The Efficiency of Your Salesmen

If you feel that your salesmen are not turning in all the business possible, it will pay you to let us send you some interesting details about our Plan for putting more pep into sales forces.

A large paint manufacturer since adopting this plan writes: "We notice larger and better orders and we are able to do more business with less salesmen, thanks to your Plan."

CHECK HERE FOR

Sample copy of

SALESOLOGY

Information about
Group Plan for putting
pep into Salesmen

Particulars about
Sales Manual

National Salesmens Training Association

Suite 515-27 Monadnock Building

CHICAGO, ILLINOIS

National Salesmens Training Association, Employer's Service Dept.
Suite 515-27 Monadnock Building, Chicago, Ill.

Without obligation, please give us the particulars about members of your association for whom you are seeking sales positions.

We plan to employ additional Salesmen. How many?.....

Territory

Firm

Street..... City.....

Line..... Manufacturer..... Wholesale House.....

U. S. Trade Balance Drops \$500,000,000

SALES managers are becoming perturbed over our falling trade balance, as it exerts a far-reaching influence on future prices. The fact that the report issued by the Department of Commerce for the year ending July 30th shows a falling off of half a billion dollars indicates that the exchange situation is making the United States a target for foreign manufacturers who are rapidly bringing up their production to pre-war levels. It is generally believed that if this percentage of gain increases and imported goods continue to be dumped into the country it will still further accentuate the downward tendency of prices. Such a condition will call forth the very highest kind of sales strategy, as it will mean an early return to the time when there are two pieces of goods for every buyer, instead of two buyers for every piece of goods. The government figures follow:

America's trade balance with Europe for the fiscal year just ended fell off more than \$500,000,000 compared with 1919, according to a report issued by the Department of Commerce, while trade with South America for the same period produced an unfavorable balance of nearly \$400,000,000.

Exports to Europe amounted to \$4,864,155,166, compared with \$4,645,453,898 in 1919 and imports totaled \$1,179,460,699, as against \$372,951,319 for the previous year.

Imports from South America aggregated \$869,944,300, compared with \$568,374,904 in 1919, while exports totaled \$490,944,179, compared with \$400,896,901 in 1919.

Imports from Asia during 1920 amounted to \$1,368,669,105 and exports, \$798,136,458.

Exports to Great Britain for the fiscal year totaled \$2,151,336,423 and imports \$524,020,493; exports to France, \$716,811,629 and imports, \$172,022,935; exports to Italy, \$398,065,795, and imports, \$92,420,077; exports to Belgium, \$317,012,688, and imports, \$29,748,468; exports to Germany, \$202,176,079, and imports, \$45,085,975, and exports to Japan, \$453,147,063, and imports, \$527,228,867.



Letters to Salesmen

Send your salesmen my stimulating weekly letters. One month's trial service, \$1.00. House Organ and Sales Bulletin Contributions furnished at a moderate charge.

JOHN J. LUTGE
Sales and Advertising Counselor
363 W. 27th Street, New York City

Personal Services and Supplies

Rates: 25c a line of seven words; minimum \$2.00.

SALES EXECUTIVES WANTED

SALES MANAGER for general office supply and equipment business. Must be thoroughly capable and understand sales promotion, also organization. Give complete record and references with application. Address Box 906.

SALESMEN WANTED

WANTED—Young men for positions as Sales Engineers, calling on Superintendents, Managers, Engineers, Chemists and Metallurgists, for manufacturer of well known high grade automatic electrical and temperature equipment, extensively used in factories, power plants, chemical and industrial works. Knowledge of Physics and Elementary Electricity required. Graduates of technical schools preferred. Candidates must be free to travel in the great manufacturing and industrial districts. Young men of good address and ability to talk convincingly to engineers preferred, but no previous experience demanded. Men who have done any sales work successfully will be given special consideration. Write, describing education and earning experience, if any, and stating age and salary desired. Box 908.

CARTOONS FOR SALESMEN'S HOUSE ORGANS, ETC.

Send for new proof sheet showing new sales cartoons by Lew Merrell. All sizes. Suited for use in house organs for salesmen, salesmen's bulletins, post card enclosures, etc. Cost less than zinc etchings alone. The Dartnell Corporation, 223 West Jackson Blvd., Chicago.

PRESS CLIPPINGS

We read and clip for thousands of busy people the best things on any subject appearing in the current daily and weekly newspapers. Send stamp for booklet or write us what you want and our readers will get it for you. Consolidated Press Clipping Co., 431 So. Dearborn street, Chicago.

"Please find enclosed check in payment of one year's subscription to SALES MANAGEMENT, the reading of which has become such a habit that I cannot do without it for ten times the price." Gray McCalley, Southern manager, Joseph Teteley & Co., Inc.

"The writer has been a consistent reader of SALES MANAGEMENT since the first copy, and has surely enjoyed and profited by it immensely." C. Edgar Sanders, Pacific Chemical Co.

SALES EXECUTIVES AVAILABLE

Young man, 28 years old, university education, who, on account of his record as a salesman, holds responsible position. Experienced in appointing salesmen and agents; possesses ability to enthuse these men and produce results. Full of initiative and up-to-date sales methods. If you want a live-wire and offer \$5,000 a year, address SALES MANAGEMENT, Box 913, 223 W. Jackson Blvd., Chicago, Ill.

SALES MANAGER

Age 34, married. Well grounded selling and sales management experience covering twelve year period. Last eight years with specialty of national distribution. Has faculty for analysis; ability to shape policies and the capacity to carry them through. Has constructive sense of organization. A practical merchandising instinct. A student of human nature. Record: Has successful record in choosing, developing and handling salesmen. Has increased capacity of sales force. Has developed by sound tactics field existing at time he took charge. Has decreased sales costs. Seeks interview with principals. No objection to small proposition of merit where vision, courage and sound constructive ability will carry through a large, profitable distribution. SALES MANAGEMENT, Box 912.

TECHNICAL SALES MANAGER AVAILABLE: A high grade business builder with a record of success. Experienced in sales and sales management, advertising, manufacturing and commercial engineering. Executive and organization ability. Particularly adapted to any technical proposition. Accustomed to handling men. Age 34. New York City or Philadelphia preferred. Box 902.

SUCCESSFUL BUSINESS GETTER wishes to represent progressive concern in Chicago and adjacent territory on salary or commission basis. Forceful, aggressive and dependable. Nine years' sales experience—six years in city and on road and three years as sales executive. Twelve years with one company. Age 36. Box 901.

DIRECTOR OF SALES CORRESPONDENCE, whose letters and system successfully compete with road men. CUT DOWN YOUR SELLING COST. Close dealers, get retail business, and satisfactorily co-operated with distributors. Box 910.

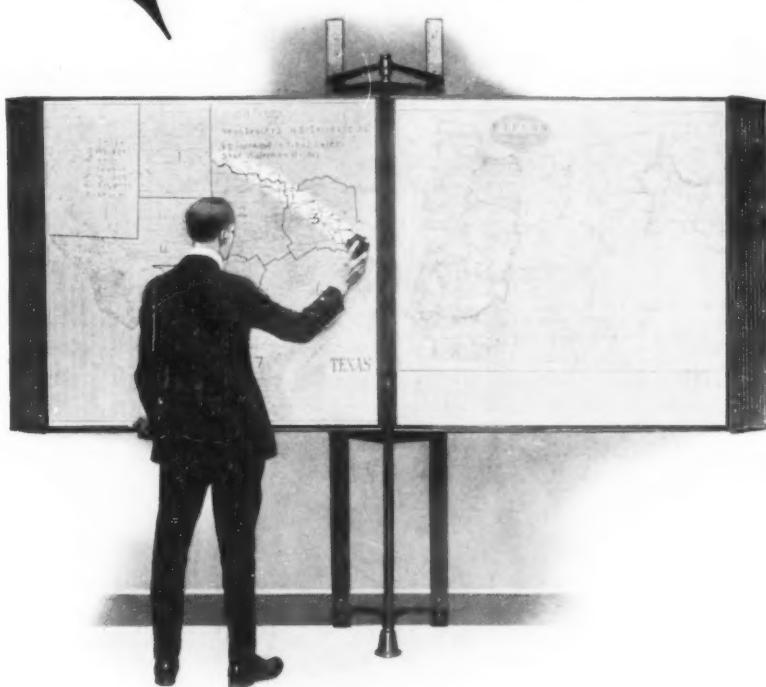
ASSISTANT SALES MANAGER. Age 29, married. Over 14 years' business experience, including law, credit, secretarial and sales. Five years in sales department of large food product manufacturer. Thoroughly familiar with all phases of city and country sales work and wholesale dealer distribution. Desires Chicago connection, preferably food product line. Box 911.

USE MAPS That Will Wash Just Like a Slate



The special cellulose surface of National Maps makes it possible to erase, quickly and completely, any markings or notations made on the map. Use either a sponge or a damp cloth. The surface is left perfectly smooth and clean, and is not damaged in the least. This cellulose surface is an exclusive feature of National Maps.

On these washable National Maps you can mark with either pen, pencil, crayon or water color paints. Outline your dealer's territories and salesmen's routes. Show sales quotas, statistics, comparative standings, etc. Put down any and all information that will help you to visualize your territory. When changes in this data are necessary, a swipe of a sponge or damp cloth gives you a perfectly clean map, as good as new, ready for further marking.



The Multi-Unit Map System is the loose leaf system applied to maps. Convenient as a book. Puts all your maps within easy reach, ready when you need them, yet completely out of the way when not in use.

Many of the largest firms in the country are using the Multi-Unit System of washable National Maps. Among these are: United States Rubber Co., General Motors Acceptance Corporation, Service Motor Truck Co., Cleveland Tractor Co., Monroe Calculating Machine Co., A. G. Spalding Co., Hart-Parr Co., Goodyear Tire & Rubber Co., Armour & Co., Hudson Motor Car Co., Mason Tire & Rubber Co., Lakewood Engineering Co., and many others.

Write for further information about the Multi-Unit System and National Maps for your territory.

NATIONAL MAP COMPANY

Indianapolis

"Map Makers for 35 Years"

New York City

Address Home Office: 39 E. Georgia St., Indianapolis, Ind.

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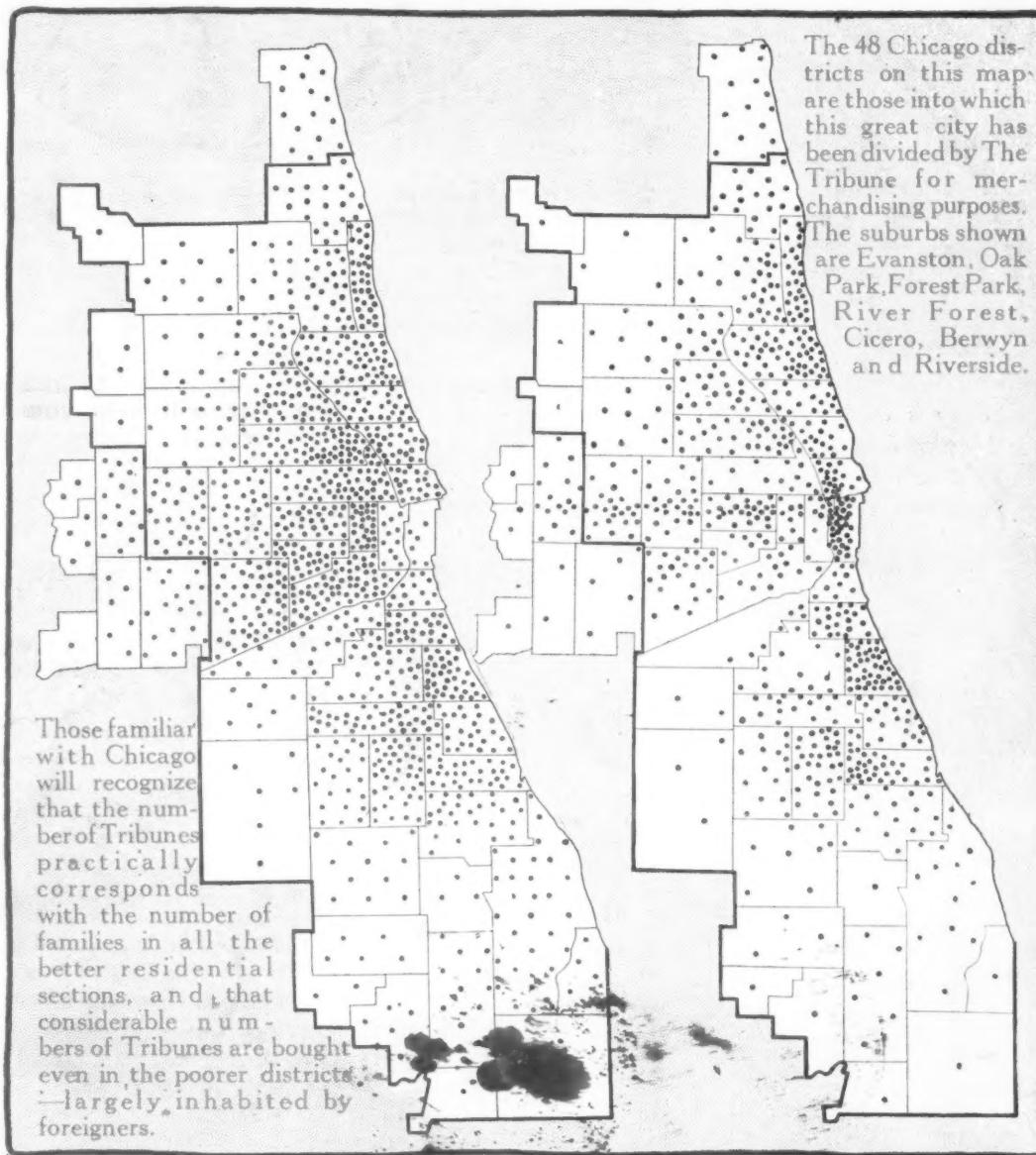
*Graphic Proof of the Extent to Which
The Chicago Tribune Covers Chicago*

Population—

Each dot on the map below represents 500 families residing in the Chicago district or in the suburb in which it appears.

Circulation—

Each dot on the map below represents 500 Chicago Sunday Tribune subscribers in the district or in the suburb in which it appears.



The Chicago Tribune's 1920 BOOK OF FACTS is being distributed without charge to selling organizations which request it on business stationery. Its 68 pages of maps, charts and statistical data make it invaluable as a reference work for those who buy advertising.

